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keep coming'



JACK WELCH
on business
after Sept. 11

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Cover Story by Charles Gable



Newsprint is a natural enemy when it comes to carbon footprint. To reduce our carbon footprint, we have decided to print our magazine on 100% recycled paper. This is a small step, but it's a step in the right direction. We will continue to look for ways to reduce our carbon footprint and we will continue to look for ways to reduce our carbon footprint.

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War-time reporting

Maclean's is one of the granddaddies of Canadian magazine publishing, dating from 1905, and I'm sure my grandfather read the weekly, and probably my father read those words, but I never thought that in my generation I would ever see the day when I would read the same words on the cover of *Maclean's* ("Canada goes to war" [Special Report, Oct. 22]).

Douglas Corrick, Ottawa



values and truths? Democracy? That is good only so far as it serves absolute truth and righteousness. There were not the values the West fought over in the world war.

John Maclean, *Time* Inc., Inc.

Book on Genocide and

Hilmer's piece on anti-Semitism in Canada being alive and well. I invite both of them to visit my town and see for themselves the number of citizens proudly displaying the Stars and Stripes on their homes, cars and businesses. I wonder which neighbourhood these two live in? I expect if the terrorists had attacked a Canadian airport rather than the World Trade Center and the Pentagon, our American neighbours would have been the first ones to its defence (God knows we would have difficulty defending ourselves). Canadians may not always be befriended with their neighbours to the south, but we could do a lot worse.

Dore Kestel, Niagara Falls, Ont.

UBC Prof. Sumner Thoburn is the worst kind of hypocrite, using the mass murder of thousands as a platform for her rabid anti-American views. Any validity that her arguments have is washed away by the shame of her blatant opportunism. Apparently she is not opposed to hate-mongering so long as the targets of that hate are of her choosing.

Donatien Malenfant, Surrey, B.C.

With few eggs, I forced myself to read yet another dismissal of dissent, another accusation of insensitivity from another in a long line of shell-shocked confessions writing under the title of "history." The assertions of J.L. Granatstein and Norman Hillmer that Sumner Thoburn's criticism of U.S. foreign policy is an example of latent Canadian anti-Americanism reveals much about the treacherous nature of their commitment to impartiality. A reasonable analysis of cause and effect is dismissed as merely another in a long line of "American-bashing" by stubborn Canucks. Unfortu-

Compassionate?

During the War of 1812, the Indians may have shown *altruism* over Upper and Lower Canada, but the British did burn the White House. We Canadians do tend to look down our noses at the Americans and consider ourselves to be more compassionate, but I question this attitude ("Those damn Yankees," Special Report, Oct. 22). Consider our treatment of the Japanese in the Second World War: we took all their possessions and did not allow them to return to the coast until 1949. The Americans released their Japanese in 1946, never confiscated their property and allowed them to return to the West Coast immediately. During the Thirties and the era of rebel camps, we kept young men locked up, doing menial labour for 25 cents per day. The American camps, on the other hand, paid their workers \$1 a day, had three plans to save or build funds and give them time off. Yet we consider ourselves to be more compassionate and superior to our neighbours to the south?

Wayne Thomas, Vancouver

HOW HARD IS IT TO BE A MOTHER?
A CHILD EXPLAINS.



My name is Rose Duran. I got pregnant at 14. I was confused and sad because the baby's father had broken up with me. I didn't know what to do. I had a vision for my life: Travel, a career, make something of myself. But my world came crashing down around me. While my friends were going out, having fun in high school, I was busy breastfeeding, soothering a baby, changing diapers and dealing with despair. I knew I made a mistake. So my nurse suggested I go to United Way. There, I attended classes that helped me become a good parent at a very young age. I'm fine now. I've made it. Vanessa is 5-years-old and I love her more than anything. She is everything to me. If you ever wanted to know what happens to the money that you give United Way, remember us. It helped us receive the love, support and faith that saw us through. Today, I have a great job and the confidence to do anything I want to. Thank you for giving to United Way. Your money got to us!

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does they enjoy here. Most of these countries receive billions of dollars of humanitarian aid and must be given to their citizens. Instead, most of it [and a large portion of their small GDP] goes to military spending. A large issue is the fact that there is a massive in power in Iraq who has [albeit, allegedly] harboured terrorists, used biochemical weapons, and murdered and raped his own citizens people. It is a time for Islam and the Arab world to look at themselves in the mirror and critically ask what kind of society and economy they want to have.

Alexandre Nicolai, Montreal

The overwhelming majority of Canadians support the United States in its response to the terrorist attacks on Sept. 11. We were finally given a reason to support this point in the last paragraph. While Susan Thomas has the right to say what she wants, her speech was not an indication that "Canadian anti-Americanism is back—in full force."

Harry Jones Smith, Ottawa

'Banks standing ready'

In "Follow the money" (Special Report, Oct. 22), your magazine rightly opens that banks in Canada have a long history of co-opting with law enforcement on money-laundering issues, including our voluntary reporting of suspicious transactions to law enforcement agencies. Unfortunately, the article also conveys the impression that our industry opposes new federal money-laundering legislation. This is simply not the case. Banks in Canada support the new money-laundering law and other government efforts to suppress the financing of criminal and terrorist activity. Our members banks stand ready and willing to do their part to achieve this important goal.

Dennis Karmelien, Vice President, Public Affairs
Canadian Bankers Association Toronto

Religions coming together

After the Hindu temple in Hamilton was burned down, apparently in retaliation for the Sept. 11 events, the city's religious leaders stood together ("Rising from the fire," Special Report, Oct. 22). Your story reports that they commemorated a local



Proudly displaying the Stars and Stripes

graphic artist to design a poster showing the symbols of 12 anti-religions with the slogan, "An attack on one is an attack on us all." What a terrific way of raising the community's awareness and reaching everyone the civil way to behave. What leadership. Congratulations.

Peter Nordstrom, Thunder Bay Ont.

Global social services

I happened to be on a tour of airport security in Athens when the horrific events of Sept. 11 were cited. Our group included consultants formerly of MI-5 and Israeli security. We looked at one another and wondered where it would end, not in the short-term after mediation, but in the long term. Global security will be almost isotropic in the world's great democracies are not addressed, the cries of the disengaged and disappointed are unheard, and justice is reserved for the few. What we need is a new Marshall Plan for the 21st century to fight the root causes of terrorism and assist by unleashing the weapons of mass construction Canada can make a unique contribution by giving this plan, to provide basic social services to all, on the agenda at the Ottawa G-20 in November and then again at the Athens G-8 in June, 2002. Don't we call it the "Marshall Plan?"

Kennedy Haddock, Calgary

'Real leadership'

One of the tests of leadership is the ability to cope in an emergency when people turn to their leader for inspiration and direction. Since Sept. 11, the media have been awash with the intention of Canadians making their embarrassment at the government's uncertain response to the catastrophic events in New York City and

Washington. Alvin Fotheringham hits the nail on the head when he writes that this is but a symptom of what ails the Canadian government: "A crisis in leadership" (Oct. 22). Saddled with a crop of amorphous and mediocre cabinet ministers, under the unwatchful eye of Prime Minister Chrétien, the government floundered until either extensive public opinion polls changed the course of action or the compelling performance of world-class leaders like George W. Bush and Tony Blair forced it to take corresponding action.

Col. Michael W. DeGuzee, Ottawa, Ont.

Hysteria?

The article "Nervous energy" (Special Report, Oct. 22) is either a product of the writer's imagination, or the post-Sept. 11 anxiety it describes is a cancer-based phenomenon. Living out here in Vienna, I have yet to see, hear about or talk to anyone who is looking over their shoulders, or looking sideways at their neighbour, or generally exhibiting any of the symptoms described. Do we have a little hysteria in the works?

Richard Whalshaw, Vienna

Patriotic Espirit

Having been editor of *Esprit de Corps* from 1990 to 1996, I was amazed to discover that according to Lee Windsor of Fredericton I was in the employ of a man who could single-handedly "distill political will" and discourage "some young Canadians from enrolling our military service" ("Military support," The Mail, Oct. 22). Scott Taylor, myself, and all who contributed to *Esprit de Corps* over the years were desperately patriotic, and heartily proud of Canada's military heritage. We always thought the funds by our writers ourselves but within the "stare" who were at the helm of our national defence policy. On occasion we stepped on political toes, but we were not aware this led to any minister falling to his or her knees in apologetic to the and actually develop a policy that would save our armed forces from crisis and decay.

James E. Scott, Ottawa

Don't let tobacco spoil your smile...



You are probably aware that tobacco can cause heart disease and a variety of cancers. What you may not know is that tobacco is a major cause of tooth loss in adults.

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Overture

Edited by Shanda Desai with Amy Cameron



To be young, Liberal—and backing the favourite

The future of an engine-but-Martin movement in the unofficial Liberal leadership succession is looking doubtful in an early setback. At the Oct. 20 general meeting of the Oct-20 Young Liberals in London, continued losses looking for Minister **Alan Rock**, Industry Minister **Brian Tobin** and Heritage Minister **Shelia Cogan** failed to win a vote of their supporters to the new OYL executive. **Paul Martin** then grabbed 13 of 15 positions. But this defeat might have gone unnoticed had it not been that the Rock-Tobin-Cogan crew were

talking up the meeting in advance. It was the first time they had closed ranks to try to prove that Martin is not a solo act to replace **John Gummer**, who was the Prime Minister's decision to step down.

In fact, the back generated by the three allies had opened some Martin backers to the point where they were nervously downplaying the meeting's importance. Obviously the Martinists hadn't been wrong. Among those raising eyebrows after the dustup in Rock-starrer **Chris Calverley**, a key organizer of the failed

and Martin-led—and kind of throaty Minister **Gail Colverley** and **Paul Cullen**, the former party secretary for Cullen. As the last organizer of those trying to upset Martin, Rock now needs a significant win—and soon—to restore his credibility. The next best Liberal insiders will be watching: Martin's Liberal general meeting in early December. And this time, in their bid to defeat Martin's agenda for control of the principal executive, Rock's team will be going it alone—thanks largely to Tobin and Shelia.

Over and Under Achievers

Forecast: more bluster

◆ **Alan Rock:** Goes on offshoot offensive in Cogan's power struggle with **David Rock** and **David**, but health antiserum later cool, looks perched.

◆ **Stockwell Day:** Uggas senior border controls **Stam Rock**. Supports troops. Says focused. No showboating. What happened to the guy we were laughing at before Sept. 11?



◆ **John McLeish:** The pack tough on terrorism. The perogues tough on civil liberties. The question: can police minister ease off without seeming to flip-flop?



McLeish's tough talk

◆ **Paul Martin:** A full budget, of course, but why? Finance minister says big tax cuts and spending not in the works. The stick, then, will be to look decisive—while doing little.



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Overture

Parlez-vous English?

Only in Canada: The campaign to elect a mayor for newly merged Quebec City, the heart of Sunshiny Canada, is being fought along peculiar lines, which of the two main candidates speak better English. The Quebec candidate, **Jean-Paul L'Allier**, publicly ridiculed the biling English spoken by his rival, **André Bouchard**, the mayor of Old-Fry Bouchard, the New Lady



L'Allier and Bouchard are in for a tango lacking

of Quebec municipal politics, is neck-and-neck with L'Allier in the opinion polls leading up to the Nov. 4 election.

L'Allier, a bilingual politician who speaks English and promotes Quebec sovereignty, was angered by Bouchard's repeated claims that he talked too often at taxpayer expense. The bilingual L'Allier shot back that Bouchard travels too because the mayor of the new Quebec City, which is being merged with surrounding municipalities, must speak French. While admitting that she "don't speak too good English," Bouchard said she understands the language well enough to read English-language newspapers. Anyway, she added, Spanish is an important international language—and her Spanish, says Bouchard, "is just as bad as my English." Did

French Canadians see the most



From student of the Vercor Film School, a young man is

A school with a special effect

When the Vercor Film School first opened in 1987, there were only 12 students. Today, it's a hub of technical innovation, with 900 full-time students, 3,000 part-

time and 50 courses. "Thirty per cent of our students are international," says **Marty Hessebach**, managing director of VFS.

VFS students have graduated

Let's give 'em something to talk about

Everything's too long overdue for machine with a colleague? Giggled with that cello in the office down the hall? Shared knowing glances with the mail-room clerk? In a Del Coto office somewhere among 1,000 Canadians were asked about everything from office flirtations to how they felt about being on duty in the workplace. The results would make you think:

• **British Columbian** see the most likely to be seen at the photocopier: 48 per cent say they're flunked with a co-worker, 26 per cent have dated someone in the office. And 23 per cent of the West Coast's surveyed most their significant others at work, which is more than in any other province.

• **Atlantic** Canadians are more stoic: 24 per cent believe dating a co-worker should be against company policy compared with a

rational average of 33 per cent.

• **Quebecers** stored the middle ground on dating co-workers, but are the most likely to take a romance from four boxes to 32 per cent.

• **Across** Canada, men with flirt, dryland, cleanup causers and date within their office more than women, who tend more towards setting up dates between colleagues and friends or family.





Over to You **LIDDY ZNAMIER**

The business of bad news

"Did you report anything positive this week?" asked my best friend, Elia, in an annoying tone. It was a worst Friday night, pouring rain, and we were staring. Given the bad weather and the bad news, we figured Toronto's trendy College Street strip would be dead. But we were turned away from three full restaurants before we finally found a table at a chainburger joint. "Shouldn't you be reporting on this?" she asked, waving at the overflowing room.

Elia is in necessary sales. She's a writer, flakey-brain woman with a dramatic sense of style. Which her enter a room and you'll be ready to buy whatever she's selling. Elia is an excellent selling but magic as much as anything else. Like many of her colleagues, she believes this reporting bad news about the economy makes business even worse, that recession happens not just because growth stalls, but also because reporters tell people that times are tough. She also believes the media, including me—I cover business for City TV—focus on the negative, ignoring positives like the crowded clubs on College Street.

A few hours before our dinner, I interviewed a prominent restaurateur, Al Carbone, owner of the Kit Kat and Club Luddy in the theatre district. "Since Sept. 11, we've down 30 per cent," he said, "they are no business travellers. Now, this is not a weekend business." Carbone's situation is typical.

According to the Ontario Restaurant Hotel & Motel Association, the average sales drop in the province's hospitality sector since Sept. 11 is the same as Carbone's: 30 per cent. Highlighting the predicament is not sensationalizing the news, nor does it make the restaurateur business any worse. Judging by the place, Elia and I tried to get into, the bad news didn't affect anyone's appetite for a night out. But everyone from business leaders to my best friend is accusing the media of making recession a self-fulfilling prophecy.

It's an understandable complaint. There's too much emotional and financial pressure and we're all feeling besieged. We were probably heading into a recession anyway. Now, the Sept. 11 attacks have dashed all hopes of a quick recovery, and are affecting our economy and our collective psyche in ways we still don't understand. The driving force in our economy is consumer confidence—in other words, the way people feel, and the way they perceive what is going on. It only makes sense to believe that watching bad news on television will make consumers feel worse.



Even my best friend
is accusing me
of helping create
a recession

I talked to Larry Rosen, the chairman and CEO of Harry Rosen Inc.—the retail menswear company his father started in 1954. Rosen shared the secret that drives great retailers: no one really needs to buy anything. "People make purchases because it makes them feel good. When people are distressed, when they stop deriving satisfaction from buying things, they stop shopping," he said. "The minute they started saying the R-word, people started deferring purchases, asking, 'Can I get another year from this coat?' When the news is good, people don't hesitate." Rosen, ever the optimist, doesn't believe we're heading into a recession, but he's running things very cautiously.

I can understand why retailers get mad when bad news gets in the way. But consumers don't put off spending just because they watch the news. They tighten their belts when they don't get raises and their pockets are worth less. They cut back when they feel poorer, whether they are or not. These problems will remain, whether the media take a positive or negative spin. The first step in solving any problem is to acknowledge it and some members of the business community recognize this. "Another part of moving on is taking an inventory of where we sit," Goldwell Securities wrote in a recent report. "It's obvious we're in a recession. Only academics and analysts continue to debate what is clearly fact over a wide range of the economy."

Rosen doesn't believe that consumers would open their wallets if only the buzz was better. "Great marketers will tell you don't ever assume people are stupid and can be fooled," he says. But some spin doctors will give it a try just in case. I recently interviewed an economist who waxes far and wide of the big banks. Like a growing number of his colleagues, he said it's likely the economy will shrink for six months in a row. That would signal a recession, and that's what I needed to hear in a 15-second sound bite. "What does that mean?" I asked, trying again to get a clip that would give punch to my piece on the economic impact of the terrorist attacks. He and his PR person started waving their hands at the camera lens—the universal gesture for "Stop talking!" Then he leaned over and whispered in my ear: "I can tell you what I think is going to happen, but I'm not allowed to use the R-word."

Liddy Znamier of Toronto is City TV's money specialist and the business editor for after noon channel CP24.

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The Week That Was

A DEADLY INFERNO IN THE SWISS ALPS

At least 11 people were killed and seven others injured after an intense fire raged for two days inside the legend highway tunnel in the Alps. The blaze erupted when two trucks collided about 1.5 km inside the 27 km long Gotthard Tunnel in southern Switzerland. Part of the road collapsed in the tunnel—a stretch of one of Canada's longest highways—after temperatures soared to over 1,200°C. Authorities said the death toll could have been higher, as full passenger has managed to back out of the tunnel, as did about 35 trucks. About 100 cars turned around and left the two-lane road, while some people abandoned their vehicles and escaped through an emergency pedestrian tunnel, which has a separate air supply.



Airline updraft

Orbair introduced a \$15-million bid to Canada 3000 Inc., the country's second-largest airline, and agreed not to own shares in Air Canada, which could give the way for a controlling stakeholder to take over Canada's dominant carrier. Both airlines, like many worldwide, are suffering from the effects of the Sept. 11 terrorist attacks. In its plan for help, Canada 3000 had wanted it could be out of debt by Christina Transport. Minister David Colville said the loan guarantees, given for one year, should allow the airline to "move forward and become profitable early next year." Colville also said in motion legislation that will eliminate the 15 per cent limit on any single ownership position in Air Canada. He left in place a 25 per cent limit on foreign ownership. Air Canada welcomed the lift of domestic limits, but as a statement clarified the help given its rival as desired and called for a package "with comparable conditions as that Air

Canada would not find itself competing with a selectively subsidized Canadian industry."

Nurses charged

Two Toronto nurses were jointly charged with one count of criminal negligence causing death after a young patient in their care died in October 1998. Lisa Shaw, 30, had been admitted to the Hospital for Sick Children with severe pain stemming from a broken leg. Both Davidson, 41, and Allegria Seneca, 25, are accused of failing to correctly monitor Shaw's respiratory drug. A coroner's inquest in February 2000, said her death a homicide, but the verdict is a finding of fact and crime so weight in the



Davidson (left), Seneca charged in patient's death

criminal justice system. Davidson and Seneca are to appear in court on Nov. 22.

That's all, folks

Ontario Premier Mike Harris swore in an affidavit there are no more government documents regarding any meetings he had with police and cabinet members on Sept. 6, 1995. That's when hitman predator Gaudy George was shot and killed in a standoff with Ontario Provincial Police at Ipswich Provincial Park on the shores of Lake Huron. Ontario's assistant privacy and information commissioner, Ben McEwen, had told Harris and more than 30 others to submit affidavits on any meetings they may have occurred. Only a few handwritten notes, but no official record of events, have come to light, and Harris has reportedly closed giving police any instructions.

Money gets cheaper

The Bank of Canada slashed its key lending rate three-quarters of a percentage point, now at 2.75 per

cent, the rate is at its lowest level in 40 years. In response, Canada's major chartered banks lowered their prime rates, reducing borrowing costs for business and consumers. Mortgage rates are also likely to continue falling.

Guilty—16 times

A serial predator who crashed Ontario's highways looking for young victims pleaded guilty to 16 charges ranging from sexual assault and sexual touching to forcible confinement and kidnapping. The charges against him, Chasman, 33, of Montreal, date from 1980 to 1995, when he was finally arrested. About 60 other charges relating to the same victim—15 girls aged 4 to 12 and a 16-year-old boy—were withdrawn in exchange for the plea.

Win some, lose some

The Quebec government and the province's Cree, hoping to put a 25-year rocky relationship behind them, signed a wide-ranging agreement that promises to give

So secretive, they won't even tell us what they're investigating.



This fall marks the season debut of **CBC News: Disclosure**—the new, hard hitting investigative newsmagazine. Award-winning journalists Wendy Mesley and Diana Swan co-host the search for truth and the facts surrounding stories that others might deem off-limits.

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THE PRAYED MIDDLE EAST CEASEFIRE

Those shells and bullets continued to erupt to ravage Palestinian towns after Israel's forces over the assassination of Yasser Arafat. On Sept. 17, they fled into the West Bank looking for the nearest shelter. Under intense pressure from the United States—accusers of the damage the violence might

have on host support for the war against terrorism—Israel agreed to pull its forces out gradually, beginning with the biblical town of Bethlehem. But it later suspended the move. More than 37 Palestinians have been killed during the bombings, which intensified as already heated Sept. 26 elections pledge

1890 when David's was signed. The band vowed to appeal to the Supreme Court.

Music to their ears

The Toronto Symphony Orchestra will live to play another day. The symphony has a \$7 million deficit and was on the brink of bankruptcy. After several days of intense negotiations, the TSO board and Musician's Guilding, Co-Editors worked an agreement that will see the orchestra's obligations to be a substantial pay cut. They also agreed to risk the Toronto Symphony Foundation, which carries a \$22-million endowment fund, to reduce \$10 million to eliminate the TSO's deficit and provide ongoing funding while other fund-raising efforts are ongoing.

Withheld: A new report commissioned by the Canadian Association of University Teachers has supported Dr. Nancy Olivieri's controversial decision to publish negative findings on a drug she was testing. "Dr. Olivieri fulfilled her ethical obligations to inform patients and others," said Ann Thompson, one of three professors who studied her case for two years. Thompson also recommends that the University of Toronto and the Hospital for Sick Children, where Olivieri is a senior scientist with the research institute, provide her advice for "the unfair treatment she has received." In 1995, Olivieri went public with her work on delirium—a proposed blood-clotting drug—against the wishes of the pharmaceutical, Apotex Inc., which partly funded the trials. Hospital administration did not support her and tried twice to fire her.



Accused: A federal jury acquitted Q. J. Simpson of all charges related to a roadside abduction near his Miami home. The 34-year-old Simpson was charged with rape, burglary and battery—carrying a sentence of up to 16 years—after being accused by Jeffrey Robinson of snatching his glasses and scratching his face last year. In 1994, Simpson was cleared of criminal charges in the slaying deaths of his ex-wife Nicole Brown Simpson and her friend Ronald Goldman.

Arrested: Two unidentified men, aged 31 and 35, were arrested in Chislehurst, England, in connection with the alleged disappearance of a \$1.4 million model ship that belonged to the late **Steve Wozniak** of Apple. The boat, a five-pointed star, was a wedding gift from the wife of Apple's co-founder and CEO. The other people, including her longtime brother **Ronald Brown**, have also been

charged in the case. Earlier this year, brother of Diana's father-in-law, **Paul Brown**, was charged with stealing \$15 items from her estate.

Dismissed: San Diego City foreign reporter **Matthew Fisher** was let go from the San newspaper chain in the midst of covering the war from Islamabad. Pakistan San Media vice-president **Leo Olney** confirmed that the decision to dismiss Fisher was due to diminishing interest in the company. Fisher, 47, has 27 years experience in the business and has covered 14 wars.

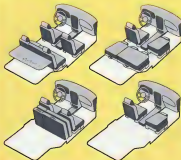
Married: Tennis star **Steffi Graf** and Andre Agassi tied the knot in a private ceremony in Las Vegas, where the couple has, they began



dating after each won the French Open in 1999. Agassi, 31, won his seventh career Grand Slam by winning the 2001 Australian Open last January and is currently ranked third in the world. Graf, 30, won 22 Grand Slam titles before retiring in 2000. She is now pregnant with their first child, expected in December. While this is Graf's first marriage, Agassi was married once before to actress **Brooke Shields**.

Died: Janet Kilmer starred out as a high school teacher before joining the foreign service in 1952. Born in Annapolis, Md., Kilmer earned the United Nations secretary general during his 26 years with the UN and was Iraq's UN ambassador in New York from 1984 to 1987. Kilmer was president of the 30th UN General Assembly. Though he retired in 1989, Kilmer was appointed special representative for Somalia in 1992 by Secretary General **Boutros Boutros-Ghali**. Kilmer, 72, died of cancer.

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In a historic move, the Israeli and Hezbollah Army began discussing. Putting their weapons "beyond use"—the Israeli expression for destroying or parking over arms dumps—was one of the terms of the 2006 Good Friday peace accord that saw British-born administration

of Northern Ireland over to political parties representing both Catholics and Protestants. But the Wills refused a deal last week to do so had long been a stumbling block to wider peace-making efforts.

At a quick response to the Irishmen, British started

dismantling military installations, including army warehouses overlooking engines with High Risk support. And Unionist Leader David Trimble said his Protestant party's more militant members in the army government who had resigned to protest the Wills' refusal

to return had resumed their offices.

Still, many find it difficult to believe peace has arrived. Protestants fear ceasefire incidents like the so-called Real IRA will attract new recruits, while Catholic leaders said the British army's outposts did not go far enough.



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Barbara Amiel

Silly new security rules

I travel regularly on the Eurostar from London to Paris. Since Sept. 11, there's been a 50-50 chance the train will be cancelled or delayed for "security reasons." My last return from Paris started with a 90-minute delay at the Gare du Nord station while small men with closed faces rushed by me carrying very thin briefcases to check out a suspicious package. By 10 a.m., the train slowed down as usual after Calais just before going into the channel tunnel, apparently clumps of people came out of the dark and clung to the sides of the moving carriages. Turns out the train was being attacked by refugees not terrorists.

The new rules to protect us have made life seriously difficult. It's fairly pointless for French security to attach my handbag when people can run out of the night and get on the train anyway. People can't eat their chicken on planes any be-

cause the plastic knives don't cut the meat. Are plastic forks really the answer to hot ladies? Cartridge weapons, though well-meaning, seems equally perverse. There's a new procedure, for example, leaving Defence Minister Art Eggleston, in consultation with the Prime Minister, order a hijacked plane shot down as a last resort. But what about the first resort? Canada won't put armed sky marshals on our planes—except for the flights to Reagan National Airport in Washington because of American insistence. We won't train our pilots in the use of guns even though quite a few wouldn't have to be trained because they are ex-military.

We won't allow passengers who are harassed or have permits to carry weapons. We are, after all, Canadians and have a virtual liberal abhorrence of firearms. We would never shoot down a hijacked plane than have our own good guys protect themselves. About 40 to 50 people have access to planes from dozens of countries and we barely do any background checks at all. As a guess, I'd say about 99 per cent of our airports don't have the equipment to detect plastic explosives, but the blank faces grubbing through our luggage and watching us walk through these silly arches are better at detecting bomb-layers.

There's talk in both Canada and the U.S. about requiring up background checks of immigrants, visitors, airport personnel and so forth. Even if that makes sense, consider how time-consuming such checks will be unless they are targeted. But we recently appear to be "profiling" certain groups even after group members have plainly declared themselves to be our citizens or supporters of our troops. We are guided by a liberal principle of inclusivity which translates as no profiling. In practice, we can only hope the authorities will spend less

time on including immigrants than Israeli visitors. Home-grown terrorists could be a problem, but even if they are sympathetic to the cause, I suspect that there will be a distinct shortage of Canadian- or American-born suicide killers.

Canada has also come up with Bill C-36, its proposed anti-terrorism legislation. This is where liberal principles are sacrificed in a flash. The basket definitions of such things as "terrorist activity" are so broad that our courts will likely strike them down. The stronger laws against hate crimes and propaganda are worse than pointless. I suppose a society could prosecute the odd extremist madman who calls for death to Americans and Jews, but frankly, righteousness as such tells us those prosecutions will not make a dent in terrorism.

Indeed, I tend to take a leaf in times like this from the Chinese Mao and his views on self-defence. His diabolical campaign to "let a hundred flowers bloom"

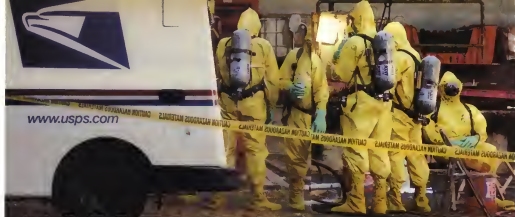
encouraged troublemakers to speak out, thereby identifying themselves. Like Mao, I prefer my lunatic-mongers aboveground rather than underground. That's not why we have freedom of speech, but from a security point of view it is an advantage. As for the new offence of "mischievous incitement by bias, prejudice or hate," it can only tie up the courts and encourage frivo-

All these proposed laws should have sunset provisions. Otherwise, they will end up aimed not at terrorists.

lous prosecutions and political correctness. It won't make a cent of difference to terrorism.

The intensive new powers of electronic surveillance are deeply disturbing, but they can't be discarded as a useless weapon in the war against terror. If de Chastelain employed any means of communication, then it is possible that at least one of them was in contact with someone who might have been the subject of a warning. Warnings that are so easily outweighed and can last for one year, without notification for another three years, greatly change the nature of our society—and act for the better. Finally, all these proposed laws should have sunset provisions. Otherwise, like the U.S. anti-crackdown measures, they will end over and end up aimed not at terrorists or organized crime, but at people who injure the environment, or get involved in anti-abortion activities.

The key question with this proposed legislation and all defensive changes to our routines is, would this actually have helped prevent the Sept. 11 atrocity? It would be a tragedy if we compromised our freedoms without making a dent in evil. The balance is hard because we know this, too: that nothing is more equidistant to civil liberties than terrorism and what terrorists would do if they were able to make our laws. There would be no debate on their legislation.



TERROR BY MAIL

As anthrax fears increase, many Americans are saying return to sender

BY JONATHAN GATHEHOUSE
in Washington and Trenton, N.J.

The mailbox that stands like a sentinel at the end of Clove Munkh suburban driveway outside Washington has become a no-go zone. The grandchildren are forbidden to touch it, and when it must be emptied, the 52-year-old food-service worker dons the thick rubber gloves she usually wears on the job. "If I see mail I don't know, or a hand-written letter from somebody, I use it differently," she says. "If there isn't a return address on a letter, I'm going to call someone. The people who are doing this thing are not going to give up. It's going to get worse before it gets better."

The deaths of two Washington postal workers from anthrax poisoning last week,

and the growing number of their colleagues across the country who have tested positive for exposure to the virulent bacteria, has made the mailman seem suddenly dangerous for millions of Americans. More than three weeks after the rare infectious disease first surfaced at a Florida children's newspaper, killing a 63-year-old photo editor, the U.S. government has been forced to admit that the safety of the mail cannot be guaranteed.

In Washington, the flow of paper circulating through the bureaucracy has been reduced to an stermic trickle, as new anthrax "hot spots" are discovered daily in government mailrooms and federal post offices. The data on mail-mail-sorting facilities, where the two victims worked, remains clouded for environmental testing and decontamination. The CIA, an army

research unit in Maryland, and the state department, where a mail clerk was diagnosed with inhalation anthrax Thursday, are among the targets of bioterrorism. Activities on Capitol Hill, partly suspended after the discovery more than two weeks ago of anthrax in a letter addressed to Senate Democratic majority leader Tom Daschle, have only partially resumed, as hundreds of legislators await the results of swabs from their offices.

The White House has touched none of its incoming correspondence—40,000 pieces a week on average—since Oct. 11. Last week, the results of environmental samples taken at an off-site presidential mail-sorting facility run by the Secret Service revealed the presence of anthrax spores on the blade of a cutting machine. And President George W. Bush, who in the

Checking for water in New Jersey: an assistant to Ackerman on the job (below)

wake of the Sept. 11 terrorist attacks has won praise for his unflinching assault on Osama bin Laden and Afghanistan's Taliban regime, is coming under fire for his government's flinching response to the latest threat to domestic security. In a city that has long stood as a symbol of the perennate economic and social divides that plague the richest and most powerful country in the world, uncomfortable questions are being raised. Why, ask critics, were 5,000 workers at the Capitol tested for anthrax immediately after the discovery of one tainted letter—while those who handle thousands of pieces of government mail every day were not? Vicki Hunter, a mail clerk at the U.S. Postal Service's main sorting facility and depot—Washington's busiest mail facility and the locus of the anthrax outbreak—says she and many other black workers at the plant feel the government has let them down. "All they were doing was giving us the reassurance," says Hunter, a union representative and 35-year veteran of the post office. "If it had been a white facility, they would have moved faster."

Environmental samples from the squa-

brewn postal facility, located several miles from the heart of Washington in a neighborhood of aging factories and fast-food outlets, have shown evidence of anthrax in at least 14 separate areas of the plant. Dozens are monitoring 31 other workers who they believe might have been infected. Thirty-six neighborhood postal centers in Washington are being tested for the presence of spores, and all postal vehicles in the city have undergone decontamination procedures. Some 8,000 postal workers in Washington, New York City and New Jersey—the other three of the country where anthrax-laced letters have been discovered—have now had their nasal cavities swabbed and have been given preventive courses of ciprofloxacin (Cipro), the most effective antibiotic for the disease.

Elsewhere, 200 East Coast postal outlets are being screened. Mail workers were also being asked and urged to wear rubber gloves and masks when handling letters—precautions the post-

office says it will make mandatory as soon as it can obtain sufficient supplies. Standing outside the Breewood plant, Dena Johnson, a 38-year-old letter carrier, flings his exposure to the ground in disgust at the notion of making his hands demand like a surgeon. "How long can you do that?" he asks. "Everyone on the street is already saying, 'I don't want to touch the mail.'"

The U.S. Centers for Disease Control and Prevention, which last dealt with a case of inhalation anthrax in 1978, says the letter-borne outbreak has turned conventional wisdom about the disease on its head. "The Breewood situation has led us to re-evaluate the science," said Rita Khubba, deputy director of the viral disease branch. The finely milled anthrax powder sent to Daschle appears to have been potent enough to infect through the envelope, the spores travelling relatively great distances whenever the letter was touched or squashed, possibly contaminating other pieces of mail. Compressed air used to clean dust from postal sorting machines may have carried the bacteria even further.

As public confidence wanes, the U.S. Postal Service is battling an enormous cost: the mail itself. Basic headquarters released about \$285 million in emergency funding for the post office to help purchase updated sorting equipment. But John Porter, the postmaster general, has suggested the final bill for installing machinery on board each and every letter and package sent by letter—adding that the light will be closer to \$940 million. Now are also being made about the financial challenges now facing the mail service, with some officials fearing the situation is the danger of the Sept. 11 hijackings inflicted on the airline industry, which is getting a \$23-billion federal bailout.

Those are all matters of words in the new Washington—a city of black-and-white streets, bomb-sniffing dogs and bomb-sniffing mammals roam dressed like a 1950s vision of space alien. On Capitol Hill, Congressman Gary Ackerman set up a mobile office in the parking lot, managing his affairs from a card table and the back of a minivan strategically placed in front of the



OTTAWA'S NEW TRAVAILS

An igneous over Ottawa's Parliament Hill to lay in a shroud of anti-anthrax drugs, a long-awaited announcement that a budget will be tabled to deal with the stable economy, and the arrest in Italy of a terrorist suspect with Canadian citizenship. All this in just one week of a hot political season that often looked like it would be dominated by the liberal government's failure to find new reasons for existing, but that was in southern age—before Sept. 12. Now, instead of searching for ways to assert its relevance, the government finds itself struggling daily with issues that test its competence.

Health Minister Allan Rock was under the most intense pressure last week. With the anthrax scare sweeping across the United States, he got Health Canada officials to work halting Cym, the most popular antibiotic to treat the disease. Rock kept the patent holder, the German giant Bayer AG, and his officials if it couldn't supply all the Cym for the department wanted, as the Canadians placed another order with a Toronto generic drugmaker,



Rock battling over an anthrax antibiotic

Apotex Inc. That asked howls from Bayer, which stated it had refused to sell any more from Ottawa—and threatened to sue Health Canada over infringement of patent rights.

Rock reacted aggressively by reminding court affidavits from two of his officials backing up his version of events. "Bayer," he charged, "has played a bit of a shell game here." But even as the opposition slammed Rock over his handling of the affair, he cut a deal with Bayer to deliver more Cym within 45 hours if Bayer met demands on export, cost—and at the same lowest price, \$1.59 per dose, it's the going rate in the U.S. As well, Apotex agreed to provide a full refund for any unused pills stored in stock under its \$1.5-million contract with Health Canada, meaning taxpayers won't have to pay before for anthrax medication.

Canada was also touched directly by the elder

war against terrorism. In Italy, police arrested Khalid Fekih, an Egyptian-born man who lived in Montreal, an assassin of Israeli ties. He was caught apparently preparing to smuggle himself back to Canada by ship in a cargo container elaborately outfitted with everything from a bed to a laptop computer. Fekih, 43, was carrying a Canadian passport and federal officials later confirmed he is a citizen. His lawyer testified he was an Iraqi family physician in Egypt.

The key problem for most Canadians, though, is the dire economic outlook. Finance Minister Paul Martin's decision to table a budget, likely in early December, left no doubt the government has a prolonged downturn in the wake of the Sept. 11 attacks. Still, he continued against the backdrop of bold stimulus spending or big tax cuts. Liberals are keen of making a book end deficit—reversing the crisis accomplishment of last November's first two mandates, a government that not long ago was casting around for new projects now wonders where it will find the money to address the most pressing problems at hand.

John Godefrin in Ottawa

camera platforms being used by television crews. His colleagues from the House and Senate, understandably confident that they didn't think of the man first, posed as the camera rolled. "If you're getting paid to work, you work," proclaimed Ackema, a Democrat who represents New York's fifth district on Long Island.

In Thurston, N.J., where at least three of the anthrax letters, including those addressed to Duquesne and NBC News anchor Tom Brokaw, were postmarked, emergency services have been stretched to the limit. "People are calling about powdered sugar, salt, vitamin powder, dioxin, you name it," says Mark Barrios, a fireman with the city's Engine Company No. 5. "We had one call because of bird shit in the mailbox." At nearby Princeton University, a building was evacuated after a resident found white powder on a disk, a turned out to be due left by someone who had been standing drywall.

FBI agents and postal inspectors have been scouring Thurston for the source of the anthrax, but so far no anthrax have been made. Federal officials have confirmed that the anthrax used in the attacks is from the Ames strain, used domestically in labs for vaccine and bioweapons. In the absence of suspects or claims of responsibility, officials are still key about their conclusions, although links to lab Ladda's Al Qaeda co-

operation are widely presumed. The apartments and bungalow of the 19 hijackers identified so far are being tested for traces of anthrax. Two men detained in connection with the Sept. 11 attacks—Mohammed Jawad Awarab and Ayub Ali Khan—lived and worked in Thurston. They were arrested on Sept. 12, one a man in Fort Worth, Tex., carrying less than \$100,000 and about \$80,000 in cash.

The U.S. Postal Service's Hamilton County sorting plant near Trenton, which handles the regional mail, was shut down last week for tests and decontamination work after health officials, according to some reports, found anthrax spores on 38 of the 82 surfaces they tested in the building. In neighbouring Bordentown, a Fork Capeport community of mostly old churches and homes, desks at Mast Pharmacy and Surgical Supply, the old-fashioned drug store on the main street, have been swarmed with callers seeking rubber gloves, gowns and respirators. Jeffrey Tappin, the owner, says there has also been an increased stream of prescriptions for Cipro and fluoroquinolones. "There are a lot of questions and concerns," says the druggist. "Everyone's lending off the news media. They want peace of mind."

Along with the fear, there are signs of looting. Down the highway at Post's Service Center ("a family business since

1947"), a hand-made red, white and blue burner provides that the gas station is "American Owned." "It brings in a lot more business," confides Louis Parrack, the gas jockey manning the pumps. "A lot of the stations in the area are owned by foreigners, especially Pakistanis."

Many Americans are missing the dearest into panic, despair and uncertainty. But, plus, to citizens to connect with their roots has been less a shock than a perspective, hard as it is to maintain an air of national calm, against the night in a nation of some 280 million people, there are slightly more than a dozen confirmed cases of the disease that has become the No. 1 threat in the public's imagination. Most who have contracted anthrax are expected to make full recoveries.

Back on Washington's historic National Mall, Tom Ayres and his wife, Gina, pause before the black granite obelisk of the Vietnam War Memorial to pay their respects to the fallen. Earlier in the day, the American Airlines pilot from Charlottesville, Va., visited the Pentagon to pay for his friends and colleagues who were aboard Flight 77, the hijacked plane that crashed into the defense department's headquarters. "Anthrax doesn't change anything for me," he says, squinting in the strong fall sun. "We're living our lives the way we did before. That's how we win. We live our lives."

BAD IDEAS DON'T GET BETTER ONLINE



Fig. 1. Solar powered night light



Fig. 2. Solar cell for a calculator

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THE VICTIMS OF WAR

Poised between two armies, Bagram's villages have seen too much conflict

BY ARTHUR KENT in Afghanistan



It's got everything you could ask for in a country lane—silence, sunlight streaming through the rows of mulberry trees that line both sides of the winding car track, and a trail of mud deep into the sandy earth. Brown and gold leaves drift down from the canopy overhead in the car bumpy along past farms and irrigation canals, and crumbling long stretches of mud-brick walls.

But all of this, and even the faces of the children who smile and wave at passing visitors, can't relieve the melancholy, funeral air of the road to the villages of Bagram district, which has the unhappy fate of straddling frontline positions of opposing Northern Alliance and Taliban forces, just north of Kabul.

Murphy's the legacy of being a focal point for successive Afghan wars. Bagram's sprawling airbase served as the Soviet army's command centre for air operations against mujahideen guerrillas in the 1980s, here, too, those who succeeded the Soviets fought for control of the main asphalt runways—the Communist regime, followed by the former guerrilla forces that deposed them, and then the Taliban, and now the forces of the Northern Alliance. Or maybe the gloom comes down to nothing more than the madness of armed conflict in a place where no decisive military result can ever be achieved. Bagram, today as in the past, is a synonym for misfortune.

These ramifications are intertwined, for about an hour, by an airborne display by half a dozen American warplanes. They circle very, very high above the battlefield. Tiny silver darts, usually flying in pairs, they drop approximately 20 bombs—"smart" ones, the people of Bagram hope and pray—on Taliban positions about a mile from any rooftop vantage point. Compared to Soviet air assaults I witnessed in Afghanistan in the mid-'80s, it's a rather lethargic affair: if the Soviets were trying to blow a mujahideen target to kingdom come, their ground-attack planes would come like locusts, very low to the ground, four at a time, flight after flight, for hours on end.

And the Soviets, after nine years of this, failed to win.

The anti-Taliban Northern Alliance commander of the 10-mile-long Bagram front, Gen. Babu Jan, says the Americans will have to do much more with their air attacks if the Taliban are to be pushed off the Shamshir Plain, which stretches southward from his command post. Not to mention, he adds, the Bush administration's aim of cutting the Taliban out of power in the capital, Kabul, the real prize just over Sharmah's dreary southern horizon. "The bombing has had an effect," Babu Jan told journalists viewing the front line. "But unless the Americans intensify their air strikes, we will be unable to launch an effective offensive against the Taliban here. And then the Americans will have a second

Saddam Hussein in the person of Mullah Mohammed Omar."

The generally shy humour has a bite to it, as events turned out this past week. A future to secure tangible gains, versus continuing, credible reports of mounting civilian deaths—the UN confirmed that nine Afghans were killed with rocketed cluster munitions in one southwestern village—left the Pentagon's war planners in an early similar dilemma to the one they've faced for the past decade in Iraq: a villain hangs on to power, while his defenceless countrymen suffer the worst effects of the world's wrath.

There was even worse news for the U.S. on the political front in Afghanistan. Abdul Haq, a mujahideen commander during the war against the Soviets, whom American and Pakistani officials have been promoting as a leader in a post-Taliban government, was captured and executed by Taliban forces in Logar province, just south of Kabul. Haq, a member of the dominant Pashtun ethnic group, had been attempting to rally support from Pashtun tribal leaders in the region, and from disgruntled Taliban, in hopes of weakening the Taliban's grip on power.

Almes, 12, fixes bicycles in the bazaar, not far from the front



Photo by AP/Wide World

While Abdul Haq's school in the past to work with Northern Alliance leaders, who are predominantly Tajiks and Uzbeks, had severely limited his potential to achieve reconciliation on a truly national scale, his loss constitutes a huge setback in the American war effort. It sends nearly a month of painstaking diplomacy by the Bush administration. The plan involving him was one of the main reasons the Pentagon delayed overt and effective co-ordination with the Northern Alliance. Now the U.S. has to go back to the drawing board on both the political and military fronts. As well, the absence of Haq intensifies anti-grave suspicion on U.S. dealings with Pakistan's military intelligence branch, the ISI, which planned the operation, but which, in the truly perverse tradition of the ISI's factions, double-dealing approach to Afghan affairs, might well have been responsible for berating the commander and his men to the Taliban.

Meanwhile, the Northern Alliance continued to go for Washington to offer more co-operation in co-ordinating attacks on the Taliban. Dr. Abdulhish Abdulhish, the spokesman for the Northern Alliance and foreign minister of the government of President Burhanuddin Rabbani, told me that such a step should include "moving the bombing fronts areas where there are civilians in Taliban positions in the front lines. That's where the Taliban are, in the greatest number and concentration, so that is where the bombs should fall."

Abdulhish's suggestion is symptomatic of the frustration felt by both his anti-Taliban colleagues and their supposed allies within the U.S.-led coalition. U.S. defence spokesmen have voiced surprise at the Northern Alliance's failure to achieve a swift victory at

the strategic city of Mazar-i-Sharif, while Alliance commanders wonder why U.S. bombardment has been, at best in their own theories of operations, half-hearted. With Defence Secretary Donald Rumsfeld publicly ranting over the odds of capturing or killing Osama bin Laden, and Rear Admiral John Southworth expressing surprise at "how doggedly" the Taliban are clinging to power, there's a glum feeling hanging over Washington's Afghan adventure, a despondency that is signposted, among other places, at Bagram.

Bugged, but potentially deadly, rocket and mortar exchanges pounded our a monotonous backdrop to life here. Defiant Taliban



addition lash out at Northern Alliance mosques, the Alliance's rudimentary, most of them built and lived in Bagram, immediately lay back. Just to their east, about one-quarter of the district's estimated 5,000 families have decided to stay in place instead of joining the exodus to refugee in Pakistan or the nearby Pongul Valley. Children, their notebooks tucked under

their arms, walk home from school, sometimes alone through range of the front. About one in 10 shops in the bazaar remain open to serve Bagram's shrunken population. At one shop front, I asked a portly, pudgy-looking boy how things are going.

"Can't you see I'm busy?" 12-year-old Akbar scrolls at the new foreigners.

"Sorry," I tell him, "but I was just wondering how you could be doing here fixing a bicycle tire with lightning going on at the end of the road."

"Because it's my work, and I like to work."

"You don't like mine to play?"

"I play football. There'd be more time for football if those Taliban were gone and the fighting stopped."

He waves me off the interview is over. No one knows Almes, he of big attitude. I get a much warmer reception at the local emergency clinic, set up by an Indian aid agency. The director, Dr. Amir Mohammed, a 41-year-old graduate of Kabul University's medical faculty, runs Bagram's public-health clinic on the first floor of MASH unit with the help of six male nurses.

"We do our best here," he says, "but we're very apprehensive about our future. The Americans are fighting their own war, the Pakistanis are talking about some kind of future Afghan government including some Taliban. We're very confused. All we know is that the wounded keep coming."

And they do. The doctor's case log details 2,823 surgical patients treated over the past 14 months. He lists an encyclopedia of what his rural clinic has treated: bullet wounds, broken backs, severed limbs and gaping abscesses. Not to mention more injuries: amputations in the leg show how children, as well as soldiers, continue to be blown apart on mines planted by Soviet soldiers, Communists, and anti-Communist mujahideen, Taliban and anti-Taliban soldiers.

Mines are the obscure nemesis of Bagram, responsible to spook out once and for all. A mind-boggling 11 killed being cleared by a UN agency in 1994 has been subsequently mis-logged, cleared again, and is now red-flagged once more. Who laid the mines waiting there, to cripple and kill today? It's hard to tell. The Taliban have crept back into Bagram no fewer than four times since taking power in Kabul in 1996. Each time, Northern Alliance fighters under command of their revered leader Ahmad Shah Massoud, accompanied by bin Laden associates in September, recovered the place.

Yet the sleepy, sun-drenched town of Bagram doesn't seem odd



Photo by AP/Wide World

A U.S. bomb explodes; coming home from school (above)

Special Report

villages still reflect familiar rituals of everyday life. A boy carries a brace of water buckets on his shoulders; an old man smokes his patched gourd; a shopkeeper has apples and tomatoes and Chinese stockings ready—not half a mile from the airport runway that makes the battlefield. Behind garden walls, or flitting through doorways, avoiding foreigners, are the women of Bagram, draped in their blue burkas.

As in any Afghan settlement, the women, more than anyone, turn the wheels of life. They care for and feed their families during war, these would be no male family members available to commanders at the front without the women of Afghanistan. Yet it is now when the shape of a post-Taliban era is being decided almost entirely by men with guns in their hands—Afghans, Americans, Pakistanis, Britons, and yes, even Canadians, too—the women of this endangered society feel addressed and useless as never before. They are victims of still another form of aggression, the denial of any meaningful influence over

the future of their homes and homeland.

Farzah Ghalati, president of the Afghan Women's Council, says the extended bombing campaign has had a devastating effect on families, and particularly on mothers. "It's a tragedy—the Americans explained at the start that they were targeting terrorists, but it's the common people who are suffering most. The whole of Afghanistan is being made into a battlefield, when it's only a small number of people in a few places who are the cause of terrorism." Ghalati says different means have to be found, a strategy combining political initiatives with paramilitary police action against the terrorists, one will apply pressure where it is needed, but that will spare the Afghan people any more pain.

The women's council has traditionally backed the idea of the exiled king, Mohammed Zahir Shah, serving as a mediator



Dr. Mohammed (near) says "the wounded keep coming."

also for drawing Afghan tribes and ethnic groups together in a Loya Jirga, or grand council, which would devise a future government. But progress has been slow, with Pakistan's President Pervez Musharraf lobbying Washington to leave the request of either Zahir Shah or the Northern Alliance.

"I always supported the Loya Jirga," Farzahn Ghalati says, "but these days it's like a show—we don't know who is speaking honestly and who is not. The Afghan people, the great majority of our nation, and most especially women, are left without a voice."

Whichever its virtues, this is not a talking point that Gen. Babu Jan has time for. He has more pressing problems. Ramadan, the holy month of fasting for Muslims, begins in mid-November. Although the Koran contains dispensations for warfare, a fast was, and fingering the aim of fasting while doing so, neither Afghan nor U.S. generals want to risk weakening American support in the Muslim world by launching dramatic offensives during Ramadan.

So the next two weeks are crucial. Yet you'd never know that from the situation on the ground—or in the air. At one flash point on the Bagram front, Anzakhim Bridge, a Taliban force largely made up of Arab and Pakistani fighters has for months played neutral. Northern Alliance positions with sudden rocks and mortar attacks. "These are clearly better trained, well-educated men," Babu Jan explains, "so it's natural that they've been given good weapons and a favored position on the Taliban line."

Significantly, U.S. warplanes have yet to target Anzakhim Bridge. If there is method in the madness of overlooking such an obvious, static and sitting target, the Americans have yet to reveal it. The last week of the first month of Washington war in Afghanistan appears headed in a familiar direction: domination unknown. For the foreseeable future, at least, Almas won't be playing much football, and ordinary Afghans like him, much more than rock and file Taliban, will endure their customary anxiety about the weeks and months to come.

"Lighter, smaller cars are generally more fuel efficient. Manual transmission vehicles can be as much as five times more efficient than automatics when driven properly."



Clean Air Driving Part 2

Last week's Automotive Marketplace (Clean Air Driving Part 1) looked at the latest vehicles that provide clean air driving. What's even more encouraging is that major car manufacturers say they will be ready to produce fuel cell vehicles in about another four years.

Currently, Norwegian manufacturer THINK Nordic AS, a division of Ford, has produced several battery-powered electric vehicles for urban transportation. THINK City is a two-seater, zero-emissions city car that goes from zero to 50 kph in seven seconds and has a top speed of 56 kph (30 kph). The car plugs into any standard 20-amp/16-amp or 10-amp outlet to recharge.

THINK Neighbor, another battery powered zip-around vehicle, goes up to 25 mph. THINK PCS is a fuel cell powered vehicle. Unlike the City and the Neighbor, it is a limited-production vehicle.

The Ford Escape Hybrid Electric Vehicle is scheduled for production in 2003. A fuel economy of 40 mpg (44 kph) for city driving and 29 mpg (47 kph) for highway driving is its target range. The Escape HEV will be sold through select Ford dealers throughout North America as well as some parts of Europe.

Ford's Prodigy HEV came out in 1999 and is currently a demonstration vehicle. It can travel over 70 mpg (113 kph) without sacrificing performance or

JEAN PIERRE LEFEBVRE: VIDÉASTE

Jean Pierre Lefebvre has produced a remarkable body of film, television and video work, notably both in the depth and originality of his key films: *Lefebvre*, *Madame*, *Peter Pan*, *Cartier* provides an opportunity of the films and an archive consideration of Lefebvre's five-part video project, *After the Image*, made in the mid-1970s. An interview with Lefebvre and two of his essays round out this timely look at a director of great distinction and creative power.

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functionality Ford has plans to improve the fuel economy of its sport utility vehicle fleet by 25 per cent by 2005. The company will also aim to build a vehicle up to three times as fuel efficient as today's cars without compromising utility, safety or affordability.

Other Ford initiatives include playing a significant role in the first major European Union voluntary

industry agreement that will cut carbon dioxide emissions from automobiles sold in Europe by five per cent from 1995 levels by 2008.

It will be awhile before hydrogen can be used as a fuel source for the long term. In the meantime, natural gas, methanol and ethanol have all been suggested as transition fuels.

As a driver, there are many effective ways you can keep fuel emissions down substantially – mostly by developing a few simple habits. The end result is not only cleaner air, but also more money in your pocket. National Resources Canada offers these helpful tips:

- Proper maintenance is essential. Have a regular checkup of your vehicle to keep the engine well tuned.

- Proper air-fuel mixture, ignition timing and the idle speed are factors that can contribute to poor fuel efficiency.

- Combine your trips. Take that trip to the grocery store at the same time you drop the kids off at a friend's house. Combining two trips into one can reduce greenhouse gas emissions by up to 50 per cent.

- Reduce your driving speed. If you drive 56 mph (90 kph) instead of 62 mph (100 kph), you can increase your fuel economy by 10 per cent. Above 62 mph (100 kph), fuel loss is about one per cent for each mph increase in speed.

- Don't drive aggressively. Quick acceleration and stops can increase your fuel use by almost 30 per cent while only saving you about four per cent more time.

- Avoid idling. If you will be stopped for more than 10 seconds, turn your ignition off. Excessive idling causes spark plug fouling which decreases fuel efficiency by four to five per cent.

- In the winter, don't idle for more than 30 seconds. Driving a car is the most effective way to warm it up.

- Avoid carrying excessive weight – it fuel

adds to fuel consumption. Take out any heavy items from your trunk when you don't need them.

- Use overdrive and high gears when driving at higher speeds. Select the highest gear in which the vehicle will properly operate. Unless the manual says otherwise, run overdrive automatic transmissions in the overdrive mode as opposed to lower gears.

- Tires should be inflated to the pressure specified in your owner's manual. Underinflated tires cause more fuel consumption, as well as decreasing tire life and making your car a safety hazard. Tires should also be regularly rotated.

- In summer, decrease your use of air conditioning. Using the car's air conditioning system increases fuel consumption. Use the car's flow-through ventilation at highway speeds and, in city driving, roll down the windows.

- Lighter, smaller cars are generally more fuel efficient. Manual transmission vehicles can be as much as five times more efficient than automatics when driven properly.

- Loaded roof racks also add to fuel consumption by between five and 25 per cent.

- Stop-and-go traffic is the worst offender for expending extra fuel. Increase your mileage usage by route planning and listening to traffic reports ahead of time so you can avoid busy areas when possible.

For more fuel-saving tips, the Fuel Consumption Guide from National Resources Canada is available by contacting National Resources Canada at 1-800-387-2000 or www.ec.gc.ca/nrcan/ga/vehicles



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SPECIAL REPORT

Picking up U.S. food packets
dropped near Khosta-Bahuddin,
in northern Afghanistan



TOO LITTLE, TOO LATE?

Relief workers fear thousands of Afghans may starve without more food aid

BY JULIAN BELTRAME in Ottawa

Every few days, a convoy of about 40 dual-convert trucks weighed down with sacks of grain leaves Turkmenabad, a Turkmenistan town near the northern Afghan border, for the uncertain, overnight trek deep into Afghanistan. The drivers, on hire to the United Nations World Food Pro-

gramme, must traverse treacherous roads while dodging broken barrels gaps to deliver their life-saving cargo. It's dangerous work, says Abby Syring, a New York City-based spokeswoman for the world's largest distributor of food aid, but so far, the Taliban and local warlords have let the trucks through. "We're not moving as much as before Sept. 11," Syring adds, "but we are still bringing food in."

Much more aid—food, medicine, blankets and tents—is available. After the UN estimated at least \$930 million may be needed in the next six months, many countries promised millions. The United States has already contributed more than half that amount. Canada so far has provided a comparatively paltry \$16 million, but officials say that number is misleading. Unlike many countries that pledge money

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CONCERNS FOR THE AFGHAN PEOPLE SHE ADMIRES

Fure MacDonald was literally on the other side of the planet when the World Trade Center's

Nine, she worried about the schoolchildren and the 60-80 widows and orphans. CARL's Canadian aid workers are finding "it's not going and thinking of them being treated with kindness to black," says MacDonald. Donnell supports the U.S. led war against terrorism. She believes, however, Canada should do more on the aid front. "We could have launched a humanitarian relief campaign along with participating in the war effort," she says. "Honduras, Haiti and Asia, I've seen Canadian aid workers helping the local people and they're not doing anything like this."

-

Street children at a centre in
Kabul, Macdonald (top)



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as well as gifts." Most Africans would welcome an international humanitarian presence after the war, she says. But what is needed is with the underlying war in Africa—the war against the kind of conditions that helped the extremists prevail in the east. (Africa, says MacGill, "is a land of hunger, of years of poverty, conflict and neglect," says Hazel McGill, director general of humanitarian assistance for the Canadian International Development Agency (CIDA). "People's coping methods have been eroded by years."

What to do? The solution isn't so be

Found in the controversial U.S. air drops of



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Special Report



Wheat donated by Canada; a U.S. air force foodmaster prepares to drop daily rations

yellow plastic pails containing daily rations of rice, lentils, peanut butter and cooking oil. The crisis complaints about the food-packer benevolence are numerous: they're cynical public relations ploys; they're not getting to the most desperate; they're benefiting land in minefields that see nothing but the nation from a high campaign has accomplished, if unintentionally, is to highlight the scope of Afghanistan's misery and need, the donors appear less than one per cent of the food aid getting into the country.

Feasting on only one meal can soon cut off whole swaths of Afghanistan from any relief, many aid experts are calling for safe corridors to be established. "That is the best way to ensure aid gets through," CARE Canada spokesman Andrew Graham told *Montreal* in a telephone interview from Islamabad. "We would need assurances from the Taliban the food would not be stolen, and from the U.S. that the corridors would not be bombed." But while conflict-free corridors were employed with some success in Bosnia in 1993 and 1994, they pose more problems in Afghanistan. How can the Taliban be trusted? asks CIDA Minister Martin Miron. "The Taliban have been oppressing that country for a long time," Miron said in an interview. "And as we've seen, they've already stolen some food and." As well, local militiamen with no loyalty to either the Taliban or the Northern Alliance, which controls parts of northern Afghanistan, might not be the ones.

The fact is, adequate aid is unlikely to be delivered until the Taliban is routed and the terrorist presence ended in the country. Enclosed, then, Afghanistan will desperately need the kind of sustained nation-building commitment from the

West that—had it occurred after the defeat of the Soviet occupation army in 1989—might have prevented the Taliban's rise to power. In China last week, Prime Minister Jean Chrétien said Canada would likely be invited to play a role in a UN-led peacekeeping mission for the west. Canadian officials expect to participate in an international effort to rebuild everything from irrigation projects to roads and schools. "We can make the same mistake again," Miron said. "We have a moral obligation when the fighting stops to show the Afghan people we have not forgotten them."

International aid agencies on the ground are not looking that far ahead. They're scrambling to get as much food as is quickly as possible—and hoping for the best. "The World Food Programme says it must have at least 52,000 tonnes of grains inside the country before food reaches sets in. Waiting for that, the program's convoys are only moving about 4,000 tonnes a week, so even if winter comes miraculously late, the target won't be met." "We have to face the fact that people may not survive the winter," says Andrew Nations, the senior official in charge of the Afghan relief effort at the United States Agency for International Development. "Those people are in very bad shape right now and they don't have food stocks."

On the other hand, Afghans could go hungry. The drought has devastated local agriculture—but it has also meant little snowfall. Another dry winter, inevitably, would allow aid to continue reaching remote rural areas and save thousands of lives. It would be a mercy blessing, but welcomed by Afghans who've had few blessings of any sort for a long, long time.

Wend Williams-Lambert is in Washington

Bringing a better understanding of Canada's

Biotechnology Industry

WHAT IS
BIOTECHNOLOGY?

FOUR TIMES A DAY, DAVID WIGGINS USES BIOTECHNOLOGY. THE 57-YEAR-OLD ACCOUNTANT FROM MORRISTON, QNT., WAS DIAGNOSED WITH TYPE 1 DIABETES AT AGE 33 AND BEGAN TAKING WHAT WAS THEN THE STANDARD TREATMENT — INSULIN DERIVED FROM THE PANCREAS OF ANIMALS.

But almost a decade ago, he switched to human insulin, which was a better fit for his body. This insulin, though, never uses a porcine, human or other wear. Instead, it was harvested from genetically engineered bacteria — one of the first biotechnology products to make it to market.

Since then, biotechnology has taken off, although for most people it remains in the background, part of the process used to make products rather than the products themselves. Indeed, says Wiggins, he barely noticed the insulin changeover "if you were a diabetic, it was seamless," he says.

But according to BIOCANADA, which represents 180 biotech companies and organizations, there are more than 10,000 products in the pipeline or on the market — ranging from plastic bags that tell you if your chicken is still fresh to enzymes that make paper production more environmentally friendly to new therapies for cancer.

Some of the new products, such as insulin plants genetically modified to resist herbicides, are the focus of highly polarized debate, while others — such as

enzymes that reduce the amount of bleach used in "stone-washing" denim jeans — are barely noticed.

Yves Frenette, CEO of Vancouver's Syntex International Inc., which uses biotechnology to develop aquaculture products, says biotech "is basically the eye of the beholder — it's everything from beer, bread and cheese to genetic engineering."

Says Janet Lambert, president of BIOCANADA, biotech "is broadly defined as the use of living organisms to develop and improve foods, medicines, and other products." And the Washington-based Biotechnology Industry Organization has a timeline that shows "biotechnology" beginning more than 3,750 years ago when beer was first brewed.

The modern age of biotechnology, though, can be said to have started in 1953 when James Watson and Francis Crick announced the discovery of the structure of DNA. That opened the way for genome mapping and genetic understanding of how living things work.

So, while beer and cheese fit into Lambert's definition, most people iden-

tify biotechnology with the power of modern biology to take living creatures apart and put them back together in new — and possibly improved — ways.

Across Canada, biotech companies are doing just that. For example, outside Montreal, a herd of goats is doing what human engineers couldn't — making spider silk. Extremely strong and light, spider silk has attracted the attention of engineers and scientists for years, says Jeffrey Turner, president of Nexia Biotechnologies Inc. But until Nexia's goats came along, only spiders could make it.

The transgenic goats in Nexia's herd are descended from a "founder goat," whose genome was engineered to include the spider gene that is responsible for the production of silk proteins. The spider gene is highly linked to a goat's control genes, so that only one of the goat's milk glands actually produce the spider protein.

When the goats are milked, Turner says, their milk contains a soluble form of spider silk, which can then be extracted and spun into long threads. "The goats do the first part and then we do the second, in machines," Turner says.

The potential uses of spider silk range from incredibly delicate sutures to flexible body armor to biodegradable fishing line, Turner says — any use where strength and lightness are required. Spider silk is 100 times tougher than steel and three or four times tougher than such fibres as Kevlar, Turner says.

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CANCER

CANADIAN RESEARCHERS ARE TURNING THE TOOLS OF BIOTECHNOLOGY AGAINST CANCER

In one sense, cancer is a failure of the immune system, organs cells that should be destroyed are allowed to grow and multiply. That's why one major approach to cancer is to stimulate the immune system.

The Canadian pioneer in cancer immunotherapy is Edmonton's Biotech Inc., whose lead product, THERAPY, targets what are called adenosinectin — cancers of the glands, ducts and organs such as prostate and breast cancer. It is now in late-stage tests against breast cancer.

With more than 1,000 patients enrolled in 120 sites in 10 countries, the THERAPY study is "the largest immunotherapy trial in the world," according to Biotech CEO Alex McPherson. If the study shows the drug works, he said, it could get marketing approval in 2003.

By that time, he says, the drug will have been in the pipeline for about 14 years. "Considering it's our first product, which we brought all the way from the bench to the completion of regulatory approval, that's pretty standard," McPherson says.

Getting the drug through that 14-year grind is also costly. "Well in excess of \$200 to \$300 million Canadian," McPherson says.

Immunotherapy for cancers relies on recent discoveries in the basic science of the immune system, as well as the growing ability to manipulate the molecules found in cells.

The immune system targets proteins called antigens that are displayed on the surface of invading cells, such as bacteria. It used to be thought that cancer cells were ignored by the immune system because they don't display such distinctive antigens.

Researchers have proven over the past decade or so that cancer cells do have distinctive antigens but the immune system is still not entirely effective enlisting the invading cells in response. The research thrust has switched to finding ways to stimulate the immune system.

One way is to prime the immune system with the antigens it should attack, much like giving bloodhounds the scent of their prey. THERAPY, McPherson says, contains several cancer antigens and appears to generate an immune response

that can improve cancer therapy.

Also in the immunotherapy game is Toronto's Aventa Biotech Canada, which has put together a worldwide research network, based in Canada, to create what are called "therapeutic cancer vaccines."

Standard vaccines, says company President Mark Livianov, protect disease. "Therapeutic vaccines" will, it is hoped, help treat a disease. The company has two vaccines under study — one that targets colorectal cancer and the other aimed at melanoma.

Like Biotech's THERAPY, the two vaccines Aventa Biotech is studying encode antigens associated with the target cancers. In the hope that the immune system will begin to recognize them and attack the cancer cells that also display them.

The research thrust has switched to finding ways to stimulate the immune system.

One difficulty in testing such drugs is that, for ethical reasons, studies have to focus on people for whom standard treatments have failed. "It may very well be that these products are more effective in an earlier stage," Livianov says.

Aventa Biotech's vaccines are behind Biotech's THERAPY in the testing process. Livianov says the earliest they could be available — assuming they pass all the hurdles — would be between 2005 and 2008.

"We've done our testing, we're making good progress, and we continue to believe (the vaccines) will move forward," Livianov says. But, he cautions, many promising therapies for cancer have been announced but have not panned out.

Toronto-based GlycoDesign Inc. is taking



a slightly different approach to cancer, says company president Jeremy Caver. The company's technology involves exploiting the carbohydrate molecules that are made on the surface of various cells, including cancer cells. The basic idea has applications in cardiovascular inflammatory and infectious diseases. Caver says.

Many cancer cells, Caver says, produce a surface carbohydrate that allows them to penetrate tissues and migrate to remote parts of the body, a process called metastasis. GlycoDesign's lead product, called GDE003, blocks that migration.

"Metastasis is what kills cancer patients," Caver says. GDE003 is being tested against metastatic kidney cancer — a disease for which there is no current treatment — and colorectal cancer.

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IN BRITISH COLUMBIA, RESEARCHERS ARE STUDYING THE GENOME OF THE ATLANTIC SALMON. OTHERS ARE TRYING TO DISCOVER WHAT GENETIC CHANGES OCCUR WHEN A CELL BECOMES CANCEROUS. AND STILL OTHERS ARE FINDING THE GENES THAT HELP TREES RESIST PESTS AND ENVIRONMENTAL STRESS.

Meanwhile, in Atlantic Canada, scientists are using the tools of the genetic revolution to probe the evolution of some of our most primitive relatives, the prokaryotes — single-celled creatures like bacteria.

On the Prairies, plant scientists are trying to figure out how wheat can be made to thrive better in drought — a study that has special resonance in this bone-dry crop year. And in Ontario and Quebec, major projects seek to understand such things as how steroid hormones affect all the tissues of the body.

From clock to clock and in between, researchers are developing the new science of "genomics" — a word coined to cover the extraordinary range of knowledge and technology that was developed during the race to sequence the human genome.

"Genomics is really the tools and the applications of those tools and the information management of the results," says Henry Innes, chairman of Genome Canada, an anti-lengths research agency funded by the federal government to the tune of \$300 million over five years. Genome Canada is sponsoring 22 projects across the

country and another competition for support for new programs is currently underway.

The idea of the agency, Innes says, was to capitalize on Canada's aptitude in genomics, evidenced by the fact that at one point, about one in four of the known disease genes had been discovered by Canadians.

But the growing knowledge of the human genome — the sum of all human genes — showed that single-gene diseases are rare, most medical conditions are caused by a combination of several genes, interacting with each other and with the environment.

To scientists like Innes, that meant Canada had to start putting some money into the field of genomics if we weren't to be left behind. "We absolutely had to have a targeted program," he says. "Otherwise we were going to be playing in a backwater."

The federal government agreed. Genome Canada was created in the February 2000 budget and it now consists of five regional centres, each incorporated as a not-for-profit corporation whose job it is to fund large-scale genomic research projects using federal money, matched dollar-for-dollar by outside funds.

ECONOMY

FOR A SMALL COUNTRY, CANADA IS A BIG POWER IN BIOTECHNOLOGY.

The country boasts about 760 biotech companies, ranging from tiny start-ups to moderate-sized firms with several products on the market — a number that puts Canada second only to the United States in the world.

According to Janet Lambert of BIOECAN, an industry and research group, biotech firms in Canada employ more than 12,000 people, spent more than \$125 million on research in 1995, and had \$19 billion in revenue in the same year.

By 2002, those firms are expected to spend \$1.5 billion on research and earn more than \$5 billion, making Canadian biotechnology an industry "poised for explosive growth," Lambert says.

"We have a more dynamic biotechnology industry than Europe," says Helen Miller, chairman of the above-mentioned venture capital fund, Cansat Medical Discoveries Fund. In fact, he says, "Canada has more biotech companies on a per capita basis than any other place in the world."

The underpinning of biotechnology is good science and, says Miller, "Canadian science is excellent — we outperform on any measured basis."

One telling statistic, he says, is that Canadians discovered or played a significant role in discovering the genetic cause of eight of the first 42 single-gene diseases whose genetic defect has been uncovered. "That's disproportionate," Miller says.

But if the science is good, the development of the science is less so: most of those biotech companies are small — about 75 per cent have fewer than 50 employees — with little world-wide impact. "We have not had anyone emerge as a major international player," Miller says. "We have not broken through."

"It's of concern to companies like ours, because as we get bigger and more successful, we become 'targets,'" says GlycoDesign Inc.'s CEO Jerome Carver. Carver is concerned that multinational could "cherry-pick" the best products, and ignore promising leads that are far from their market.

Do foreign takeovers matter? Yes, says veteran biotech journalist Peter Winkler. "If the research and development is there, offshoring" — Writer, editor of

Canadian Biotech News, says Canadians have great science, but are not aggressively trying to turn that science into big powerful companies.

"Although we've got the technology, people don't know very much about it internationally," Winkler says.

The big jump from a relatively small drug development company to a firm that can also shepherd products through the regulatory process and then market them, turning all the profits instead of just royalties.

The closest Canada has come to a home-grown multinational so far is Montreal's BioChem Pharma, which was taken over in May by the British firm Shire Pharmaceuticals Group plc but two other Canadian biotech companies — Vancouver's QIT Inc. and Edmonton's Biotech Inc. — may be poised to make the jump from drug developer to pharmaceutical powerhouse.

QIT, which has developed two enormously successful drugs — an anti-cancer agent called Photofrin and a treatment for age-related macular degeneration called Vioquid — is now planning to take a third drug to market by itself, says company president Julia Loy.

Claude C. Bruch, senior partner at life science with Ernst and Young, who has been observing the Canadian biotech scene for 15 years, says Canadian firms are smaller, less well-financed, and more fragile than their U.S. counterparts, even though their science may be as good or better.

On the other hand, he says, there are promising signs: governments have "stayed the course" in supporting biotech and venture capital, which has been hard to find in Canada. "This course to life."



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BIOTECHNOLOGY AND BIOETHICS



THIS SUMMER, CANADIAN RESEARCHERS — IN A SINGLE WEEK — ANNOUNCED A GENETICALLY ENGINEERED PIG THAT IS BETTER FOR THE FARM ENVIRONMENT THAN NATURE'S OWN SWINE AND A TOMATO THAT CAN GROW IN SALT-CONTAMINATED SOIL, WHILE CLEANING THE LAND.

But such innovations, beneficial as they may seem, often draw fire from groups opposed to the use of biotechnology to transform plants and animals. Many environmental organizations are particularly concerned that testing has not been sufficiently long-term for technology they believe is inherently unpredictable.

Others fear the use of biotechnology to change human reproduction through genetic engineering or cloning.

In terms of biotechnological products, advocates say the prime issue is environmental safety, such as the dangers possibly posed for wild animals or plants by genetically modified organisms, although many environmentalists also challenge their safety as food.

Scientists involved in developing such products counter that genetically mod-

ified plants, such as corn, are not as dangerous as they are portrayed. "We've never seen a single headache" because of genetically modified foods, he says.

Biotechnologist Will Keller is a proponent of the plant revolution — he is research director of the National Research Council's Plant Biotechnology Institute in Saskatoon and Winnipeg.

Even before the era of modern biotechnology, Keller says, scientists were able to create new plants and animals. One of them, "As we grow it now," he says, "it does not exist in nature."

One root of the opposition to the technology, Keller thinks, lies in distrust of the multinational corporations that have promoted it. "The type of science is associated with companies controlled outside of Canada," he says.

debates become excessively polarized," he says.

One of the earliest debates over biotechnology came nearly 30 years ago, when researchers developed the technology for in vitro fertilization, Roy says. He sees echoes of that debate today, in the discussion of human cloning and genetically modified plants.

"There were pessimistic, negative images of disaster," he says. But "the horrific scenarios — of deformed babies, spurring of teenage, depersonalization of the human child — did not come to pass."

What did happen — and will likely always happen, Roy says — are "unpredictable and unexpected consequences" both positive and negative.

So, for instance, in vitro fertilization has left us with thousands of frozen embryos stored around the world — an issue that was never foreseen. On the negative side, Roy says, we have to solve the problem of what to do with them, on the positive side, researchers have used such embryos to create stem cell lines that have the potential for powerful therapies.

The human cloning issue — sparked when British scientists cloned Dolly the sheep — may soon be worked out in Canada, at least. Proposals before the government would ban cloning of human beings for any reason, but would allow scientists to use cells from embryos created for in vitro fertilization and destined to be discarded.

Arguments over both agricultural and reproductive biotechnology, Roy says, have often produced more heat than light. "The simplicity of the current debate is what should concern us," he says. "We haven't brought enough brains together around the table."

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For over 10 years now Canada's

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Arguments over agricultural and reproductive biotechnology have often produced more heat than light.

fied plants — such as corn that creates its own pesticide — undergo a long and rigorous examination at the hands of government agencies before they can be used.

The environmental hazards are often exaggerated, says University of Guelph environmental biologist Mark Sears, who led one of a half-dozen studies published this fall, into the effects of pollen from modified corn on the Monarch butterfly.

Alarms were raised in 1998, when Cornell University researchers reported that pollen from this corn harmed Monarch larvae, but after two years of painstaking research, Sears says, "the effects were negligible."

The process with regard to food safety is too rigorous, in fact, that many standard foods wouldn't pass, says University of Guelph professor Gord Searles, who

As well, he says, there's a perceived lack of benefits to the consumer in plants that reduce herbicide or pesticide use. But those crops now in the field, he says, "are the Model T, they represent science and knowledge we had in the 1980s."

But environmentalists say possible future benefits shouldn't outweigh present dangers, even if there is no scientific consensus on how real the dangers are or even whether they exist. Considering the strides the technology has made in the past few years, they believe caution is now in order until long-term outcomes become clearer.

The debate over such issues is not new, according to David Roy, director of the Centre for Bioethics at the Clinical Research Institute of Montreal, and one of the main dangers is that neither side is listening to the other. "We tend to let



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A shot in the arm

Why are people hesitating to take the flu vaccine?



While concerns about anthrax terrorism grab the headlines, health authorities caution Canadians to focus on a more immediate threat—*influenza*. Although the flu virus kills anywhere from 500 to 1,500 Canadians a year, many people are still reluctant to get a vaccination in a prevention. Some frequently asked questions about that shot in the arm.

Q: What exactly is flu?

A: Caused by a virus, influenza is a debilitating illness that generally starts with a headache and chills, followed by a high fever (39° to 40° C) lasting at least three days. Flu usually causes chest discomfort and coughing, muscle aches and fatigue that can last weeks. "With flu," says Dr. Victor Marchesnik, chairman of Health Canada's national advisory committee on immunization, "you really get sick."

Q: Who should get a flu shot?

A: It is advisable for almost everyone. Most at risk of it are those at high risk of developing pneumonia or other complications from influenza, and people who spend a time with them. They include anyone:

- over age 65,
- with chronic heart and lung disease,

■ with chronic conditions such as diabetes, cancer and kidney disease.

■ living or working in nursing homes or chronic-care facilities.

■ Who should *take* the shot?

A: It's not appropriate for people with serious egg allergies because the vaccines are made in eggs in the laboratory.

Q: Do annual vaccinations reduce a healthy person's ability to fight off the flu?

A: It's just the opposite, says Dr. Sharon Skowronski of the B.C. Centre for Disease Control. Each vaccination improves a person's flu defence. "The whole basis of immunization is to convince your body it's being exposed to the real thing," she says. "It mounts a response so when it is under attack, it is already on alert."

Q: Does the flu vaccine protect us against any other disease?

A: No, but the current atmosphere of high anxiety often another good reason to take the shot—to reduce the chance of developing flu symptoms that could be confused with those of anthrax.

Q: Is it true last year's flu shot caused a high number of adverse reactions?

A: Mainly because of problems with one vaccine batch, more than 1,000 people—

mainly in British Columbia and Quebec—reported red eyes, coughing, sore throat, difficulty breathing, wheezing, chest tightness or facial swelling within 24 hours of getting the shot. Most cleared up within seven days. Health Canada says the vaccine manufacturer has addressed that problem.

Q: The people have been saying for years that the flu shot makes them sick.

A: There may be soreness in the arm where the shot was given. "One or two get out with experience mild flu-like symptoms for a day or two," says Dr. Robert Strang, a medical officer of health in the Halifax region, "but it is not the real thing." In fact, doctors insist it is impossible to get flu from the shot because the virus used in the vaccine is dead. On the other hand, you could develop flu even after receiving a shot if the virus was already incubating in you before the vaccination. That's a good reason to get the shot early. There's still time—the flu season has not begun in Canada.

Q: Are the shots free?

A: They're only free for all in Ontario and the three territories. Other provinces give free vaccinations to those in the high-risk categories. Otherwise, shots can cost from \$4 to \$20.

Q: What are the signs of the virus?

A: There are two main types, A and B. Influenza A strains usually cause more severe illness than B strains, and are more likely to result in pneumonia, hospitalization or death. The three strains in global circulation that this year's vaccine guards against are two from type A (first identified in Moscow and New Caledonia in the South Pacific) and one B (from Sichuan, China).

Q: Even with the vaccines, is there a possibility of a flu epidemic?

A: There is four times a century a radical change occurs in the genetic material of the influenza A virus, causing a new subtype that is immune to any protection people have developed to influenza or to any existing vaccine. The last century saw three global epidemics, or pandemics: 1918-1919, 1957-1958 and 1968-1969. The worst, the Spanish flu of 1918, killed more than 20 million people worldwide. Although there are no signs of a killer strain on the loose at present, the next pandemic is due any time.

Reynold Brown

Are you worried about adverse effects from a flu shot?
www.hc-sc.gc.ca/health/flu/flu_vaccine/flu_vaccine_e.html

THE CEO'S CEO

On Sept. 7, Jack Welch, one of the world's most admired—if controversial—business leaders, stepped down as chief executive of General Electric Co. The son of a railroad conductor, Welch won his fame at GE in 1969 as an engineer. During his 20-year career in GE's top jobs, he transformed the sleeping giant into a dynamic global force—an industrial and financial services conglomerate that created more shareholder value than any other company in North America. Welch, on tour to promote his first book, *Jack: Straight from the Gut*, over late work with *Maclean's* often and writes for an exclusive interview. Excerpts from the conversation.

Maclean's: In the wake of Sept. 11, do you fear for American companies, or their image abroad?

Welch: No, I don't think this was an attack on America. I don't think it's an attack on business either. If you believe what you read, the *El Paso* Tower was a target two years ago. I see this as an attack on a way of life. Still, these aren't anybody who have been shifed to some degree by this, it's home beyond belief.

Maclean's: How do you regard the American environment after Sept. 11?

Welch: There will be a great deal of globalization, but I don't think it's a permanent thing. There's no question that trade across borders is going to be slower. I happen to be a believer in globalization. It has given us more money. If you look at the countries that are involved in these trouble areas, they haven't been involved in globalization. Afghanistan has not been involved in globalization. In the end, it's the best way to have the have-nots get closer to the haves.

Maclean's: Do you think there will be an impact on how business is run?

Welch: There will be some paralysis by it. There will be some that will move because of it. This is when leadership is required. I don't mean in any way to be crude about this—but change is the time for business

to move. And there's never been a change of the magnitude, at least in my lifetime, of this one. Lots of assets are selling at prices that were a fraction of what they were before.

Maclean's: Your compensation last year was \$120 million [U.S.]. Do you think American CEOs are overpaid?

Welch: Am I? But \$120 million? Somebody thinks so. But I'm not going to stand up here and defend the \$120 million.

Maclean's: You're gotten to the stage where the compensation itself is obviously not what motivates you. How hard is it to set a new bar for yourself?

Welch: Most people forget 1980, when the economy was in terrible shape. The Japanese were going to take over the world, our president said America was in trouble, and inflation was at 20 percent. We were making things in the U.S. that cost more than the Japanese were selling them for. Like most American companies, we had lost a military-industrial complex. We had the CEO at the top, like a general, and we had these layers and layers of bureaucracy on top of people. We had people waiting around to each other instead of getting on with managing growth. I just thought that we had to get the people off the people. We had to clear out the overheads and we had to get in business that could be more competitive. I couldn't sit there and pendle over the demise of the company.

Maclean's: You have a predilection for sending out from the bottom. Can you tell us more about your thoughts on that?

Welch: The whole thing is about raising the bar all the time. Your top 20 per cent of people have to know they're your top 20. It's particularly true now in tough times. You have to shower more love and hugs on them in tough times than you do in normal times. The bottom 10, they're sold every day they're the bottom 10. They're told in their minds, in their opinions, they're told they've got to improve or they're going to be fired. Preferably, I want to go to it before they're 30 years old. Every time we let somebody stay on our payroll beyond

Jack Welch, the legendary exec who turned around GE and earned a mere \$120 million (U.S.) last year, talks about management, money and Sept. 11

the age of 35 or so, who we know is going to be a poor performer, that's a weak management system. I call that false kindness.

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Welch: It's wanting to win. It's in the genes. And I love to learn. It's like this book. I had to kill myself doing this book—I pretty nearly did—and now I may kill myself trying to sell it. Most writers like the process of writing and creating the book. I like the preparation part of writing the book. I went to a book convention in Chicago with 3,000 people. We had a reception with the people who own small businesses all over America. They had patches on their sleeves, they studied like librarians. I love these people—I was hugging them. And the money is all going to charity. There isn't a nickel coming to me, not a nickel. I feel a totally gutless in promoting the book.

Maclean's: When you come to Canada, is there a sense of being in a different place or is it a market you feel you know well?

Welch: I feel very comfortable here. We've got a \$5-billion business here, but it's not large, by any means. We've had support for everything we've done, it doesn't feel like another country. It may be a disaster to say that here.

Maclean's: Before Sept. 11, there seemed to be an increasing amount of tension between the U.S. and Europe over huge American companies emerging there. For instance, the European Commission last spring blocked your \$45-billion deal to take over Honeywell International. What's your opinion?

Welch: One of the things the media have missed is that Europe is a brand-new country. It's seven to eight years old, and everyone really forgets that. They think of Europe as old, and the U.S. and Canada as new, relatively speaking. Sometimes Europe is behaving like seven-year-olds do. I don't think it's a U.S. Europe thing. It's a country trying to find its oats.

I have a little vigour that I think is Juan Romo Pardo is a guy I've known for a long time—he's the president of the European Union, as you know—and I was visiting with him in Italy during the midst of this thing. I said, "Romano, how do you like your new job?" He'd been pretty minutes of Italy and he said, "Jack you can believe how much fun this is. We're making up new laws every day. We're printing a new currency." And I'm thinking to myself, "Gee, he's excited about new laws and I'm trying to live through this!" In a nutshell, you've just seen a seven-year-old.

Maclean's: It's a worrying process. The people in the EU that don't wish so could not have been more decent. They just didn't like the merger. But the EU is not that a decade old, with a population of 380 million and now less being favored as an apex of a country structure. It's never happened before.

Maclean's: You are a big proponent of the Internet. Do you have any sense of where the Web, and technology in general, is going?

Welch: I always said this was made for big companies. It makes the slow fast, it makes the old young, it makes the obscure mainstream. It just changes how we do business. There will be a lot more and it will be a lot faster. You know what's interesting to me? When I announced Jack Kennedy's death, I cried for a weekend. I did it in front of a television set. Thirty-eight years later, with all this talk about technology, I sat in front of a television set practically for a week and cried and got poked and cried over this tragedy. His television ever been closer to you—or print or magazine? It's wild. Everyone has run in patterns, not to the set. These were supposed to be obsolete.

Maclean's: Canada is the land of the small and medium company. What are the principles you have espoused that translate in running a company of any size?

Welch: Dealing with the best man wins. This whole idea—whether it's a hockey team, a baseball team or a business—is the same: if you have the best team, you win. That's all for a company of any size. You can't write five lines. You've got to have an operating mechanism and a set of values. Our values were, find a better way. If you came up with some idea and you shared it and you got it to other people, you were a hero. You've got to have performance standards and you've got to make them clear and visible. We tried every day to be a corner grocery store. We tried every day to be efficient. We tried every day to act stupidly.

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Tech Explorer



Zapped in space

Construction of the International Space Station will require dozens of space walks, yet NASA doesn't fully understand the danger posed by the sun's powerful radiation, says Ian Thornton, president of Thornton & Nelson Electronics Ltd. in Ottawa. By on Nov. 28, a shuttle crew will take into space Thornton's portable dosimeter. In the past, astronauts wore needle-thin-sized badges to record radiation exposure, but the badges could only be read back on Earth and weren't powered inside space suits. Now, Thornton's electronic radiation badges will be worn inside the suits. The badges will be read onboard the station once astronauts re-enter the orbiting complex, using Thornton's reusable-stored device, which is light enough to go into space. Two such radiation could cancel walks, says Thornton, who proposed his experience four years ago. "Finally," says Thornton, "somebody decided to pay attention to this."

A helping hand

Few able-bodied drivers give much thought to getting in and out of a car. It can be a struggle, however, for the elderly, the disabled, pregnant women and

anyone who's injured a leg. Tom Bunn, co-owner of Victoria-based Avenue Innovations Inc., knows better than most that necessity really is the mother of invention. In 1997, Ian Stewart, Avenue's majority owner and Bunn's business partner, had surgery on both knees. Stewart asked his doctor if there was anything to help him get in and out of his car during his recovery. At Bunn's behest, the doctor told Stewart, "No, there isn't, but if you think of anything, let me know."

Stewart did better than that. He invented the Handybar, based on a simple



design that works remarkably well. The Handybar is made of forged steel able to support up to 170 kg. The occupant inserts the handle-like device into the car frame's U-shaped door latch. The person pushes down on the bar for support while exiting. The Canadian Physiotherapy Association backs the \$40 device. Unfortunately, latches are only now becoming standard. Handybar fits almost all Acura cars and a majority of newer North American and European models.

Danylo Howishukha

COOL SITES

Fact or fiction?

Honest has a knack of taking on a life of their own. Take the "photograph" of the truck-spectator killed on top of the World Trade Center, a jetliner heading straight for him, on Sept. 11. It's a fake, of course, and several sites debunk it, as well as rumors and tall tales swirling around the fact. They include www.truthorfiction.com, www.ajayz.net, www.calgary.ca/g/f/fozwatch, and www.truthorfiction.about.com. For the ultimate site on the truth, steering has overpage: www.boston.gov.com.

The flu is not a cold. It's worse.



And you can probably prevent it.

THE DIFFERENCE BETWEEN A COLD AND THE FLU

SYMPTOM	COLD	INFLUENZA
Fever	Rare	Usual, higher than 100°F (38°C), lasts 3-4 days
Headache	Rare	Usual, can be severe
General aches and pains	Sometimes, mild	Usual, often severe
Fatigue and weakness	Sometimes, mild	Usual, severe, may last 2-3 weeks or more
Extreme fatigue	Unusual	Usual, early onset, can be severe
Hoarse, stuffy nose	Sometimes	Common
Sneezing	Common	Sometimes
Sore throat	Common	Common
Quick onset, shivering, chills	Sometimes, mild to moderate	Usual, moderate to severe
Complications	Coupled with other symptoms or severe	Can lead to pneumonia and require a hospital stay, can result in death if severe, can be life-threatening
PREVENTION	Frequent hand washing	Avoid exposure and frequent hand washing



Cold and flu symptoms last between one and two weeks, whereas influenza can last two to four weeks. For more information on colds, flu, and other respiratory diseases that may cause complications, please visit www.health.gov.on.ca or call 1-800-387-0830.

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Donald Cox

The heart of America

There would never be a good test for a terrorist attack on the U.S., especially a planned horror that kills thousands and inflicts hundreds of billions of dollars of damage on lower Manhattan and the Pentagon.

But for America, Sept. 11 was a particularly vulnerable time. The collapse of technology stocks and technology capital spending had driven the nation to the edge of its first recession in a decade. The stock market was in a prolonged slide that had wiped out more than \$1 trillion of value in U.S. stocks, consumer debt-service costs were at scary levels, corporate debt was also at heights that frightened the market, with the kind of spread in interest rates between corporate and U.S. Treasury bonds historically seen only during crises, the Democratic-controlled Senate was in an undeclared war with an administration that die-hard Democrats considered both incompetent and illegitimate.

The devastation in lower Manhattan that dawned the stock market for four trading days. When the market reopened, stocks plunged in heavy trading, and there was talk of "Black Monday." Various signs, including the renewed John Templeton, proclaimed the onset of a bear market that would last for years, wiping out the savings of millions. Economists were unanimous that frightened U.S. consumers would slash their spending, triggering a recession. Then came the anthrax scare, with experts warning of possible future bioterrorism involving semiotics and plague. Congress shut down.

The collapse of the twin towers was the most spectacular elevation of our time. Millions of people compared what they saw to Hollywood terror movies. In these spectacles, what followed the terrorist attack was a breakdown in civil society. Even those who dismissed the 9/11 movie comparisons worried there would be panic in the streets, and/or a reflexive assault on Muslim nations from an unbridled administration. Hadn't Bill Clinton bombed Afghanistan and Sudan after bin Laden's forces bombed the U.S. Embassies in Africa?

What actually happened? Apart from thousands of worried calls to hazardous materials offices over where poisons, there are few signs of panic. People are flying again, albeit at reduced levels, measurable sales, which slumped after Sept. 11, have rebounded back by some measures, new car sales have been at record rates in October, new homes are once again selling briskly, the coal administration were warned nearly four weeks to begin anthrax.

Oh, and I nearly forgot: the stock market has retraced its losses of Sept. 17, despite a cascade of grim earnings reports.

It recalls the falls in Who-ville who wouldn't let the Grinch steal their Christmas. Americans may not be reacting with their hands to this crisis, but they are displaying their hearts.

Patriotism is back, and it has supplied exactly the glue that a damaged society needs. Like the Brits during the Blitz, Americans are getting on with their lives, getting on with rebuilding, and getting on with American historic reason to provide leadership to a world under attack from within, whether Nazis, Communists or self-styled Islamists.

The U.S. had defied from immiseration after defeating the Soviet challenge. Just as isolationism became popular during the 1920s, so there was a growing complacency in the 1990s that said, in effect: "We've sacrificed in two world wars and the Cold War, we've worked for free trade worldwide, we send more humanitarian aid than anybody; why should we have to send troops abroad?"

We've been there and done that. We're across that nobody can threaten us. Let's just keep cutting the defence budget and staying out of foreign entanglements."

Looking inward, Americans had lost to love. Silicon Valley was ensuring that every day was Christmas, the whole world was envious of the U.S. economy, and Europeans couldn't buy enough U.S. tech stocks. Soaring share prices meant American could save for their retirement without actually saving money: they could borrow more and spend more, relying on the market to make them rich without the need to just push new money aside. The belief in continuous progress—which has sustained from time to time in American history—had gained with the populace at large the kind of unquestioning acceptance that is ordinarily confined to cults.

That's gone. But Americans have replaced that technocratic belief with a renewed faith in their nation's mission in the world. That belief has pulled Congress and the administration together to fight the enormous and provide a rescue package for the economy with a little help from their friends at the Fed.

Living in the U.S., a Canadian cannot help being inspired by this resilience, yet quite effacement of American unity and determination. How long it can erect a bear market is questionable on the financial fundamentals, but sometimes the world is a better place when, as Pascal put it, "the heart has its reasons which reason knows not of."

Donald Cox is chairman of Florio Investment Management in Chicago and Toronto-based, Inter-Horizon Investments.

BY D'ARCY JENISH AND
BERTON WOODWARD

At the start of a typical 12-hour shift, Maurice Siroton dons a hard hat and steel-toed work boots and climbs 18 steps to the cab of a 380-ton dump truck that is as big as a two-story house. Seated behind the wheel, the 55-year-old driver and soon-to-be-grandfather (below) begins his daily run between the open-pit mine and the processing facilities at Synecrode Canada's huge, island operation north of Fort McMurray, Alta. Siroton started as a clerk in 1987, intrigued by the high wages, good benefits and generous vacations. Since then, he's found another attraction—the oppor-

lunative program for employees help keep good people—and are good for business. "Companies with highly motivated, stable workforces usually end up the winners in a competitive marketplace," says Tony Mehan, president of Toronto-based Mediscoop Canada Inc., a publisher specializing in employment-related books and periodicals.

To showcase such winners, Mediscoop will shortly release its second annual edition of *Canada's Top 100 Employers*, a definitive—if tenuously subjective—guide for job seekers in firms that lead their peers in providing a great place to work. In the pages that follow, Mediscoop looks at 10 of those companies, (most of them, and provides a taste of what got them on Media-

scop's shortlist again in recent years). "In addition, they have to lead their industry in attracting and retaining quality people," says Mehan. "They need to show us that they go the extra mile."

To find the Top 100, Mehan and his staff began with the 42,000 companies they regularly track as part of their business, which includes publication of the job-hunting *Canada Employment Weekly*. They sent questionnaires to the 5,000 fastest-growing employers, large and small. Those that made an initial cut were invited to send detailed information on human resources, financial and other issues—and most responded enthusiastically. "At one point, Richard's office nearly disappeared under the trudge of mail-

■ Overall, do they go the extra distance to attract and retain outstanding employees?

There was one other element: a company's charity efforts. "Our research from the first edition revealed a strong correlation between charitable work and how an employer treats its own employees," says Mehan.

Already, some key differences in the 2001 employment scene are showing up, compared with a year earlier. When the first edition of the Top 100 was researched, the dot-com boom was still under way. One memorable entry in the first book involved a Montreal tech company president who told Mehan he employs the key to his Porsche. But like so many in the industry, the firm reduced its workforce in the en-

People want more time with their families—and employers are responding."

There are, of course, different approaches to substance. Many of the Top 100 companies place a high priority on training and development. Some devote a set percentage of revenues to upgrading employee skills, while others insist that each staff member spend a specified number of hours each year in the classroom. Aiding work-life balance can include on-site fitness facilities, flexible schedules, compressed weeks and assistance with child-care arrangements.

Many also strive to maintain a healthy dialogue between executives and employees, sometimes through weekly question-and-answer sessions with the president.

ing for job opportunities. Business professor Linda Duxbury of Carleton University in Ottawa and Chris Higgins of the University of Western Ontario in London conducted another study of 31,000 Canadians in a wide range of organizations. Nearly one in five respondents described their employers as "the absolute worst" or "below average," while one third think about finding another job at least weekly. "The whole concept of employee engagement is critically important and the better organizations are beginning to understand that," says Mark Jackson, B.C. managing director for the Hay Group Ltd., a human-resources consulting firm.

Canadian participants in the Towers Perrin study ranked pay as their No. 1 con-



A definitive listing of the best places to work—and what it takes to be one

portunity to acquire new skills. The company paid for training she required to become a secretary, and two years ago provided instruction for her to become a heavy-equipment operator. Now, she is one of 108 female operators at Synecrode, most of whom have given up nine-to-five office jobs to operate the \$3-million-plus trucks. "There are openings here for anybody who wants to develop," says Siroton. "In fact, the company encourages people to change jobs."

Surveys of Canadian workers anxiously show that pay and benefits remain high priorities. But compensation alone is not enough to attract and retain the best talent.

complex. (And yes, Mediscoop parent company, Raggs Communications Inc., is on the list, but all chosen were made independently by Mehan and a staff led by the book's author, Richard Vennart.) In the descriptions may be the seeds of ideas for many other companies across the country.

The 346-page book, which profiles companies from 49 industries, is not a ranking, Mehan says, but more "a case-later of best practices" for job seekers, human-resources specialists and corporate executives. "To be considered, an organization must have expanded its workforce in the previous 12 months (naturally, some

terial they submitted)," says Mehan.

In winnowing the Top 100, Mehan's group asked these questions:

- Is the employer's business expanding and likely to grow?
- Is the physical environment of their workplace motivating?
- Do they let employees know if they are performing well in their job?
- Do they keep employees informed about company news and developments affecting their jobs?
- Are their employment benefits and vacation allowances exceptional for the industry?

using you, so didn't make the short list. Even so, many top companies are still on the Top 100, maintaining their reputations for intensive staff benefits.

The aftermath of the boom economy—and the Sept. 11 terror attacks—has changed, well, a lot of things. "Canadians are a lot more concerned about balancing their working lives with family and personal commitments," says Mehan. "Last year, we saw employees compare with each other over who offered the most annual perks, from pinball machines to Caribbean vacations. This year, top employers are emphasizing substance over style. Benefits like personal days off, flexible work hours and family leave are becoming tremendously important again."

Some Top 100 companies believe that allowing employees to design the workplace helps create a positive atmosphere. For others, an active social club that arranges everything from bonquets to barbecues creates camaraderie among colleagues.

And despite tougher times, human-resources consultants across the country say employers should still be putting extra effort into recruitment and retention. The market for top talent is extremely competitive even amid economic uncertainty, they point out. Research shows that workers remain restless and demanding. A Towers Perrin survey of 6,000 employees at large Canadian and U.S. firms, conducted last spring, revealed that 56 per cent were actively looking, open to moving or watch-

com, with opportunities for advancement second. But employees of all ages gave work-life balance a high priority—third-ranked for those aged 18 to 29 and 45 to 54. Many consultants say the emergence of work-life balance is an issue reflects a decade of downsizing and restructuring, that has left many organizations enduring more attrition from lower staff. Duxbury and Higgins found a majority of workers complaining about overload. The 50-hour work week had become commonplace for more than one-fifth of respondents, double those in a similar survey a decade ago. Meanwhile, only 19 per cent reported having flexible work terms—almost unchanged over 10 years. "Everybody talks about balancing work and life,

TEN THAT MADE THE CADE

D'Arcy Jenish takes a cross-country sampling of the Top 100

but few employers have made measurable change or progress," says Duxbury. "Most of us still work nine to five."

The commitment among so many Top 100 employers to training and development is easy to understand. "Skill development is the new currency," says Nadine Wierst, president of the Toronto-based Wierst Consulting Group. "Employees will trade off salary and bonus and go to a company if the employer will give them the opportunity to learn and grow."

Some Top 100 companies have made professional development a core part of their business strategy. Burlington, Ont.-based Wisconsin Inc., a manufacturer of sophisticated camera systems, spends two per cent of its annual payroll on training and development, says Rosalie Turley, vice-president of human resources. As a leader in its field, the company must ensure that employees at all levels keep pace with technological change. Wisconsin also sends out and educates finance executives. After six years with the firm, e-business director Ty Shorrock added an MBA to his computer engineering degree on the recommendation of the company, which shared the cost.

More progressive companies stress in-house training. At SAI Drives and Automation, a subsidiary of Top 100 firm Brook Solutions Inc. in Kitchener, Ont., president Juan Román personally runs many sessions and employees proudly refer to attending Juan University. "He's a very good teacher and one of the biggest reasons I work here," says hardware and software designer Kent Foster. "He's a very hands-off manager who lets you make decisions."

Over the next 10 years, experts say, attracting good employees will become an even more pressing issue because of the country's aging population. "There's no walking away from the demographics," says Jim Morris, a principal with William M. Mercer Ltd. consultants in Toronto. "The number of people leaving at the next five years is going to be astronomical." As the war for talent heats up, companies will have to work even harder at keeping their best—and giving or retaining a Top 100 designation. ■



Melnyk found hockey got him connected when he joined the company

FEELING AT HOME IN A BIG PLACE

Greg Melnyk lives and breathes hockey. The 36-year-old Manitoba native is an executive with Great-West Life Assurance Co. of Winnipeg, Canada's largest life insurer with some nine million clients in Canada. He and a team of colleagues must ensure the company has the assets to pay the \$18 billion worth of death benefits and annuities they are responsible for, as they come due. But with wintery weather not far off, Melnyk has been keeping a close eye on another set of numbers—his impressive scoring stats during his first 11 seasons in the 10-team Great-West Life Hockey League. An in-house association has compiled the goals and assists tallied by each of the roster's 400 employees who have played in the league since 1980, and Melnyk is nearing the 2001-2002 season among the top 20. Hockey, he says, has helped him feel at home within Great-West. "I grew up in a small town and joining a big company right out of university was intimidating,"

says Melnyk. "I got involved in the league, and other activities sponsored by our local club. Now, I know just about all the Winnipeg employees."

The Great-West social club, which sponsors such events as an annual banquet that attracts about 500 staffers, is just one way employees get to know one another. Some longtime staffers have acquired large circles of friends and acquaintances, and enjoyed rewarding careers, by moving regularly from job to job within the firm. Valera Johnson, who joined Great-West out of high school and has 20 years' service, says her many moves have included stops in policy service, human resources and the group insurance customer service department, which she now manages. "I feel like I've worked for several different companies," she says. As every position, employees can take advantage of the same benefits, including paid and unpaid parental leaves and discounted mortgages, which are among the most generous available. ■

INNOVATION WITH LIFESTYLE ATTACHED

Wayne Goodwin hardly fantasizes when explaining what he likes about his job as a researcher at Diagnostic Chemicals Ltd. The Chesham, Ont.-based company, which employs 150 people, produces blood analysis kits for hospitals, as well as hospital-accredited kits that sell for up to \$10,000 per kilogram wholesale. Goodwin, a 52-year-old New Brunswick native with a



Goodwin likes the freedom he has

PhD in chemistry, says the work is rewarding and he has far more independence than a larger company would offer. He deals with suppliers and clients, and can conduct research without consulting a supervisor at every step. Then there's the lifestyle in Canada's smallest province. "I have a house I could never afford in Toronto or Vancouver," he says. "I can go home for lunch or go out for a walk at night without hear-

ing traffic and sirens. There's a lot less stress living here."

Diagnostic was founded in 1970 by Regis Duffy, a former University of Prince Edward Island science dean. One of his objectives was to create a high-tech company that would give well-educated Atlantic-Canadians the opportunity to put their skills to work at home rather than leaving for "Upper Canada," as he calls it. Duffy has certainly achieved that goal. Yearly sales now exceed \$25 million and 90 per cent of output goes to the U.S., Mexico and Japan. But there's no room for complacency in an industry driven by innovation. Duffy always encourages employees to upgrade their skills, and the company subsidizes tuition. "We depend on brain power to keep it going," he says. "We're learning as a lifetime process, not an event." ■

LEAVE YOUR EGO AT THE DOOR

Guent Guel has a thing about job order. He doesn't like them because the bellows they lead to bureaucracy that stifles initiative and innovation, and he has created as few as possible at Vancouver-based Sierra Systems Group Inc. Established in 1966, Sierra Systems is Canada's oldest information technology consulting firm and one of its most successful, with almost 900 employees worldwide and annual sales exceeding \$120 million. Founder Guel is president, and upon taking Sierra Systems public in 1996, he named a chief executive officer, a chief financial officer and several vice-presidents to steady securities regulators. Beyond that there are only three job categories: partners, who manage branches across the country; principals, who are in charge of projects and the consultants, who work under them. "I came out of a large corporate environment where everyone had defined roles," he says. "I got told what to do every step of the way. I didn't like it and I don't think most people do. I



wanted to create an environment where the job is yours to do."

Sierra Systems, he says, is a flat organization, and the principle extends to more than just job titles. Every employee participates in the profit sharing plan, which is based on a percentage of sales; that is the same for staff at each level of the organization. The one-size-fits-all approach also extends to professional development:

All who work at Sierra Systems are encouraged to upgrade their skills annually by taking college or university courses, or shorter programs provided by suppliers such as Microsoft, and the company covers the costs. "We're in a business where everything is changing all the time," says Guel. "We have to keep our people at the leading edge of where technology is going."

CREATING THE RIGHT ENVIRONMENT

Anne Benedek calls some of his friends and associates called him away back in the early 1980s when he rented a 5,000-square-meter building in Burlington, Ont., for his company Zenon Environmental Inc. After all, Zenon had 15 employees and a newly developed membrane technology used to purify and recycle water. He and his workers occupied less than a quarter of the space, rented some out to other firms, and still had room for staff to promote their parts or shoot baskets. But Benedek wanted a comfortable workplace where his employees could take the occasional break and have some fun.

Nobody is questioning that approach anymore. Zenon hired 120 people last year, pushing its global staff to nearly 600, and worldwide sales of its innovative

water-treatment systems hit \$85 million. In March 2000, the company moved into a striking new 13,600-square-meter facility in Oakville, Ont., built on a 60-acre, partially wooded site. "Our employees worked with the architect to help

Zenon's Benedek (left) and his wife



design the building," says Benedek, who is chairman and chief executive officer. "Coming to work at a place like this helps to motivate people."

The 22-hectare woodland contains trails and wildlife—deer, fawns, squirrels and several species of birds have been

spotted—and there is also a pond on the property. The new building includes open concept workspaces as well as traditional enclosed offices, although the latter are all the same size, reflecting Benedek's egalitarian beliefs. Employees fly economy class, he says, and there is no space reserved for the CEO in the company parking lot.

Staff members can express their views on corporate issues through a so-called value conversation, which is referred to as the "Zenon Parliament." Such input led to the inclusion of a fitness centre in the new building, as well as a subsidized cafeteria that specializes in low-fat, nutritious meals. "This is a challenging place to work because we deal with people's water supplies," says service manager Jim Ieraci. "I've got my cell phone on 24 hours a day. But if you've got a good place to work, you don't mind coming in early, or taking those late-night calls."

CHOCOLATES EVERY FRIDAY

Bernie Adie is a firm believer in the value of creating a positive atmosphere in the workplace. That said, the president of Ottawa's AIT Corp., a developer of technology for creating website tickets and other travel documents—as well as for the newly built field of checking identities biometrically—says the best ideas usually come from the bottom up rather than the top down. It was an employee, Roseanne Vaughan, who initiated the practice of passing a chocolate on every desk, along with a motivational saying, on Friday mornings. An employer acquaintance told him on the benefits of an exercise room with weights and stationary bikes, as well as a quiet room equipped with couches for software developers who may need a nap during a long day. "We want a really good work environment because we ask a lot of our people," says Adie. "But we cannot create it for the employees."

AIT, with 85 employees, including 25 new hires in the past year, and annual revenues of \$16.5 million, encourages the flow of ideas by maintaining several staff committees to deal with workplace issues. As well, on Friday mornings Adie holds his



Adie (foreground) is a believer in staff ideas, as Vaughan offers Sukhal her innovation

open meeting, which usually lasts about 30 minutes, to keep everyone current on new developments in the company and the whereabouts of sales representatives who market AIT products internationally. Such initiatives have helped keep turnover

below 10 per cent annually in an industry where a 20 per cent change in staff is commonplace when the economy is healthy. "You feel involved and included here," says salesman Peter Sukhal. "People buy in when they feel they're contributing."

NO LAYOFFS, PLENTY OF LOYALTY

Loyalty, says Byron Potkin, vice-president of human resource and industrial relations at Regina-based SukTel, "seems going to happen as long as we can help it." And if history is any guide, that will be a very long time. Saskatchewan's Crown-owned telephone company has been around since 1908, but has never laid off an employee, even during the Great Depression. That helps explain why SukTel is one of the most popular employers in the province. In fact, Potkin usually has close to 10,000 job applications on file, each of which he looks for a year. But there are other reasons. In a rural province, with an agriculture and resource-based economy, the phone company can offer security and college graduates potentially rewarding careers in many different fields. "I've been here 7½ years and had five dif-

ferent jobs," says 30-year-old Juan Drenan, currently involved in planning and researching new e-business initiatives. "This company is the employer of choice. If you told your mother you'd turned down a job at SukTel, she'd shoot you."

Along with loyal employees, the corporation has a solid customer base of 450,000 subscribers in its wire, data, video and wireless services. It has also managed to fend off several out-of-province competitors in the long-distance market, still holding 90 per cent of the business, again in Canada. By downsizing its services, SukTel has been able to retain customers and create new opportunities for existing employees, who are attracted wherever possible, rather than being laid off. "I have lost a few friends who looked for greener grass and moved to Alberta, Toronto or Ot-



tawa," says John Bick, 34, an electrical engineer who plans and designs information technology systems. "Most have bounced from company to company. Loyalty just doesn't exist. Here you've got loyalty."

FLEX TIME AND A GUNG-HO ATTITUDE

One employee, a software developer in the research and development department, is rarely seen around the office during the day, preferring to work alone at night. Another keeps a ball handy and gives it a good, sound thumping to celebrate every technical breakthrough. Flexible hours and a gung-ho attitude towards innovation are just two of the things that have made **Elo Electronics Optical Engineering Inc.**, based in the Québec City suburb of Valence, one of Canada's fastest-growing high-tech firms.

Founded in 1985 by president Germain Laroche and a partner—each received 50 shares worth \$1 apiece, which represented their total investment—the manufacturer of fibre-optic test equipment now trades on the Toronto and Nasdaq stock exchanges, which value it at about \$370 million. According to Laroche, the company's phenomenal growth is entirely due to the employees, who now number 1,200 and can participate in share-purchase and profit-sharing plans and earn quarterly

performance bonuses. "It may be a cliché, but our assets are in the heads of our employees," says Laroche.

That may explain why he and other senior executives work hard at keeping the troops happy. Once a month, Laroche has lunch with a small group of employees and he also holds quarterly meetings for all staff. Like many Top 100 companies, Elo gives blocks of tickets for movies, live shows and restaurants to departmental managers, who distribute them on the basis of merit. Elo also has a busy social club that organizes soccer and hockey games, as well as such activities as ice-crawling on the St. Lawrence River, parachuting, skiing and weekend bus trips to destinations like New York City.

The noncommittal events create camaraderie, which can pay big dividends on the workplace, notes Gregory Schinn, Elo's chief technology officer. "It's very unusual with how people help advance the overall project," says Schinn. "The dynamics are great. People are willing to do a team."



President Laroche at the Elo sector pavilion

COMMITTED TO DIVERSITY

After earning an electrical engineering degree from the University of Manitoba in 1991, Dan Brown jumped at the opportunity to work at Synco Inc., Canada Ltd.'s huge oil-and-gas mining and upgrading operation near Fort McMurray, Alta. The company offered very good salaries and benefits, but what really attracted Brown, who is of Cree descent, was the company's commitment to a diverse workforce. Synco is a Canadian huge oil-and-gas company of aboriginal people, with about 700 currently on staff, and indirectly employs many others by supporting aboriginal contractors. As well, Brown, 40, has had the opportunity to work with people from around the world. "I wouldn't even want to count the countries our employees come from," he says.

Synco, which has shipped well over a billion barrels of oil and is currently in the midst of a \$10-year, \$8-billion expansion,

also actively encourages employees to diversify their work experience. Brown, for instance, spent three years early in his career apprenticeship with blue-collar technicians who maintain the massive upgrader, which gave him a better understanding of how oil-and-gas sand is converted to crude oil.

The approach, says chairman and chief executive Eric Newell, is part of Synco's efforts to be a "learning organization." Every year, the company spends about five per cent of its salary budget on training, and another \$30 million to \$40 million on



Brown works with people from all over the world

research and development. Given the inherent dangers of the enterprise, the company stresses safety. Newell says, in 1999, Synco recorded its best loss ever, 218 days without an accident.

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Purdie (left) talks things over with mentor Dunbar

STAYING IN TOUCH WITH THE STAFF

Jeanette Peters remembers feeling slightly overwhelmed in January, 1996, when she joined Evans & Young LLP, a large, multinational company that offers accounting, tax, legal and other services. She was one of almost 70 newcomers, most fresh from university, at the Canadian headquarters, which fills 15 floors of a downtown Toronto office tower. Fortunately, says the 28-year-old chartered accountant, the company assigned an experienced employee as her "buddy" to help her get established. Evans & Young also sent several messages to ensure smooth entry and, more important, the long-term success of its staff. Younger people are encouraged to develop mentor relationships with senior members of the firm who can provide both professional and personal guidance. "We can look at an individual's skills, the things they need to work on and the career paths they can follow," says

Josanne Dunbar, a 39-year-old partner who has befriended and mentored Peters. "It's one way to develop and retain top people." Training is another, and the company goes to great lengths to offer professional development opportunities, says Keith Bowman, director of human resources for the Canadian branch, which employs 3,300 people at 17 locations. The company also tries to keep ahead of issues and concerns through employee surveys, and recently set up a 21-member people's advisory forum made up of staffers from across the Americas. The group meets quarterly in New York City with department chief executive, director of human resources and other high-level executives. "We don't make decisions, but we do provide a reality check," says forum member Janice Ruth, an audit manager in Montreal. "It's been a great opportunity to have access to leaders of the firm."

IT HELPS TO OWN A PIECE

Eighteen months ago, Neil Barrows joined Edmonton-based PCL Construction Inc. in a project co-ordinator on the massive redevelopment of Pearson International Airport in Toronto. The former Winnipegger had just completed a four-year civil engineering degree at the University of Waterloo in Ontario, and was ready for a break from the classroom. But Barrows, 24, has found himself hitting the books again because at PCL, Canada's largest construction company, every staffer must complete at least 35 hours annually of professional development. PCL, which has 1,700 employees in Canada and the U.S., offers staff dozens of internally developed programs. "Surveys of kids coming into companies show that training and professional development are two of the most important things to them," says Peter Gerette, chief executive in charge of PCL's in-house education programs. "It shows that a company cares enough to help them develop the skills they'll need throughout their careers."



Barrows is hitting the books again

The emphasis on training is part of the PCL philosophy of offering career rather than jobs, says president Ross Giesse, who joined the company 32 years ago as an engineering graduate. Employee ownership is another important component. Three-quarters of the company's ownership, valued staff hold shares in PCL, which has been operating in Canada for nearly 100 years but has been employee-owned since 1977. Giesse adds that there are other benefits to working for PCL. The company offers stable employment in an industry known for boom-and-bust cycles because its operations are geographically diverse and it builds everything from apartments to casinos to bridges.

A TO Z: THE TOP 100 EMPLOYERS



Company	What employers say they do to attract and retain talent (top 200 employers' 2002 efforts)
Alcatel Canada Inc., Richmond, B.C.	264 Flexible, free education and training facilities to encourage the continuing education of employees.
Alcan Inc., Montreal, Que.	265 Four weeks' paid vacation for starting staff of the Alcan alumina smelter, which develops scientific and technical employees.
Alt Systems Inc., Montreal	266 A 24-hour emergency IT help desk to help clients in Quebec's big businesses get back on their feet.
Alvato Laboratories, Burlington, Ont.	267 Good employee training, wide-ranging benefits and holiday pay ensure smooth business operations.
Alt Corp., Ottawa	268 Public for 100+ business-related employees, many with a "green" approach and strong commitment to the company.
Aluminia Inc., Toronto	269 Partners with London and other cities, plus an emphasis on training of a software company that acquires 40-plus jobs.
Alus Canada Inc., Montreal, Que.	270 Awarding "Night Shift" employees awards for their hard work.
Amgen Inc., Montreal, Que.	271 Offer not to mention pay, but strong training and rewards that can include private day care.
Amgen Inc., Montreal, Que.	272 Company-wide, 100% benefit insurance, 10 about 10,000 employees' satisfaction for employees' efforts.
Amgen Inc., Montreal, Que.	273 Great work environment, 100% pay, 100% employee satisfaction.
Amgen Inc., Montreal, Que.	274 Focus on communication and employee satisfaction, 100% employee satisfaction.
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Committing comedy

Mark McKinney answers a simple question about his age with the reply, "I'm 58 years old." He later clarifies: "Actually, I am as old as Madonna, but twice as funny." The 42-year-old comedian, of *Kid in the Hall* fame, is having a hard time staying focused—breaking into a French accent, then switching to the voice of a monotone stand-up comic telling a lame joke. But it's understandable, he has just wrapped up an evening's performance of *Fully Committed*, a stage play in which he takes on 30 roles—each more manic than the last.

In the one-man show, McKinney plays Sam, a reservation taker at a nearby New York City restaurant. But he also plays the cook, maître d' and voices all the "important" people calling his table. McKinney saw the play performed in New York and asked his agent to set it up for him in Toronto. It runs until the end of November.

The Ottawa-born father of two has been doing theatre in New York ever since leaving *Saturday Night Live* in 1997. But he in-terposes it with TV and movies. Next up is a miniseries called *Don*—starring on The Movie Network and Movie Central Nov. 12—in which he plays an uncharac-teristically serious character who discovers his wife is cheating on him.

But he has now turned his back on his roots. As the brains behind *Kid in the Hall* characters Charles Ledy and Heidi Krubner, McKinney joined the other members of the Canadian slouch comedy troupe for a reunion tour last year. "We were treated like big old rock stars, with groupies," says McKinney. "Only those groupies didn't want to sleep with you—because we're Canadians, they just want to shake with you." And there's nothing more natural for McKinney than just cheering.



It's Mary, Mary. But the answer to the other two, my friend, is Paul—front—and Peter.

Music speaks louder than words

Mary Travers has good things to say about Canada. Throughout her 49 years as one-third of *Plato, Paul & Mary*—the famous American folk trio—Travers has always looked forward to heading north, if only for the small things. "Canadians have great puns," says the 63-year-old singer. "And no one in the U.S. knows how to make good fish-and-chips."

But when Travers and band mates Peter Yarrow and Paul Stanley moved to Green-hurst, Ont., this month—as the guests of honour at Pamela Wallin's Cultural Week-

end—it will be for a greater purpose. Renowned for singing '60s folk songs, such as *If I Had a Hammer* and *Blowin' in the Wind*, the three plan to talk about their artistic past and the socially conscious nature of their music. Travers says these topics have become especially relevant since the events of Sept. 11. "At heart, all folk singers are pacifists," she says. "We like to sing of our country's beauty and its people's strength. We're hopeful and positive and we're willing to look at the other guy's problems."

A peace of Ono

With her belated country-at-war, Yoko Ono reflects, as a previous one: "During Vietnam," she says, "the main people wanted to go to war." But, she adds, none of the pacifists were just as violent as their meth-ods. "Some of them were even saying, 'The only thing we can do is bomb the White House.'" "By day's situation is more complex and difficult. But the 68-year-old singer-songwriter still appeals to her fans not to stand in the way of those who choose war. "What you have to be-lieved of trying to stop them with your muscles is just going for peace—not fight for peace."

Ono's latest album, *Elephant for a Gunboat*, is a plea through the eyes of the Korean and Japanese people. She wrote the lyrics to a can-

nel of peace and prosperity—when people in the U.S. "were all getting rich and many of the kids didn't know what war was." She now reflects that the album fits "well" in the past days. 11 clinics.

Twelve days after the terrorist attacks, Ono took out a full-page ad in the Sunday edition of

The New York Times with a simple message taken from the music of her late husband, John Lennon: "Imagine all the people living all in peace!" Meanwhile, a "peace-loved" company that owns more than 1,000 U.S. radio stations, has suggested that disc jockeys

rethink their playing. Lennon's next war song, "Imagine," is a song that is needed now," says Ono. "It is a sweet song of just wishing the world to become peaceful. What is wrong with that?"

Read the interview with Yoko Ono on this page.



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Films BRIAN D. JOHNSON

Dreams...just a kiss away

David Lynch's latest is a haunting, surrealistic riddle of identity and desire

People sometimes ask if I ever change my mind about a movie. Well, yes. Usually good films get better on second viewing, and bad films get worse. But occasionally you experience a 180-degree reversal of opinion. And that's the case with *Mulholland Drive*, the latest conjuring trick from David Lynch. I had given up on Lynch. After the cal-de-ou of

Berry shows up to find her cowering naked in the shower. The intruder, glancing at a poster of Rita Hayworth in *Gilda*, introduces herself as Rita.

And so begins a mysterious and exotic relationship: the Amnesiac and the Ingenue. Berry is shellshocked that life in L.A. is so much like a movie. Exhibiting the naïve pluck of Nancy Drew played by Doris Day, she

attempts to prove herself—never losing her footing even as Lynch shape-shifts her character into another dimension.

Mulholland Drive is as serpentine as its namesake, the mountain road that overlooks the sprawl of Los Angeles like a gothic baroque balcony. And it conquers L.A. gothic more evocatively than any film since *Chinatown*—from the ramshackle

noir bungalows of Old Hollywood to the coyote canyons that trail off into twilight zones of the Old West. Like L.A. itself, the movie is a middle of beauty and blotch. And it's full of Lynchian tropes: A jute pimp like enforcer called The Cowboy makes soft-spoken menace. In a slapstick homage to *Twin Peaks*, a producer has a tantrum when he's served an imperfect espresso. And a series of electric-blue images suggest a mystical code, a blue key,



Working (left) and Wits, amnesia and intrigue

Last May in Cannes, at the late-night premiere of *Mulholland Drive*, I found myself drifting in and out of a movie-like state, lulled by the familiar slow drip of a movie score from *Twin Peaks* composer Angelo Badalamenti. I grumpily wrote that the film had

"fuzzy moments, and feelings of lost focus," but concluded, "Lynch's surrealism still seems bogus, as if he's selling intemperance and mirrors like so much alienation riding." Recently I saw the movie again, and it had the opposite effect. What seemed labyrinthine now felt striking and hypnotic. (Or perhaps a reversal of opinion is appropriate for a film that operates in a land of inevitable reality.)

Mulholland Drive is a tale of two women, the archetypal pure blond and dark beauty. The blond is Betty (Nancy Watts), a wide-eyed actress from Deep River, Ore., who came to Hollywood to be discovered. The dark object of desire is an amnesiac (Laurie Harris) who awakens one night after a car accident into her from being involved—then takes refuge in an apartment just vacated by Betty's aunt

tries to solve the mystery of Betty's identity. Along the way, with uncanny inevitability, the two women slide into bed together—when Betty asks Rita if she's "ever done this before," the amnesiac says, "I don't know."

With that sort of playful wit, Lynch constantly subverts the dreamish gawwattage tone of creeping gothic. Salvaged from a rejected TV pilot, *Mulholland Drive* is rife with unresolved tensions, and episodic pleasures. It's a movie about casting women in movies, lost-and-found characters whose identities swirl together, like the unrecognizable blends of *Twin Peaks*. The film is all cold and predatory—a cult of sinister producers and a petulant young director (Justin Theroux) making a *Piffles* doo-wop musical. And Wits, an unknown actress, proves herself in spectacular fashion by playing an unknown

a blue box, a blue-haired crane. (*Mulholland Drive* serves as a two-for-one comparison piece to *Blue Velvet*—Berry's home town of Deep River is named after the heroine's apartment building in the earlier film.)

But for all his parlour tricks, Lynch pulls off a dramatic tour de force in the final act. It involves a spine-crawling rendition of Roy Orbison's *Crying*, in Spanish, by a painted diva—and a stunning narrative back flip. Without giving anything away, let's just say the movie becomes a radiant step of reality and dream, and we're not sure who's doing the dreaming. As a puzzle of merged (and subsequent) identity, *Mulholland Drive* cues a spell reminiscent of *Memento* and *Premon*. The pieces never quite fall into place. But, like a dream, it's a movie that invites multiple interpretations—and multiple viewings. **C**



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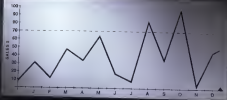
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Films

The sheltering cinema

Bernardo Bertolucci tries to bridge cultural divides

Of all the living directors who emerged from the European New Wave in the 1960s, none has had the sustained impact of Italy's Bernardo Bertolucci. Now 60, he is one of cinema's grand nostalgists. Through the twin lenses of Freud and Marx, he explored race and civilization in classics such as *The Conformist* (1970) and *Last Tango in Paris* (1972). He filmed epic visions of China, the Sahara and Tibet in *The Last Emperor* (1987), *The Sheltering Sky* (1990) and *Little Buddha* (1993). And in *Beckett* (1998), he portrayed the clash of Africa and Europe in exorcism, as a maniac. Recently, Toronto's Harbourfront Centre honoured Bertolucci as part of World Leaders: A Festival of Creative Genes. *Maclean's* Senior Writer Brian D. Johnson spoke with the director.

Maclean's: How has Sept. 11 affected your approach to filmmaking?

Bertolucci: I was in Toronto the morning of Sept. 11 and watched live on TV the crash into the second tower. Since then, there is a kind of strange feeling that you can be dreaming with your eyes open. Then I thought, when you go to the movies, you are dreaming, but your eyes are open. I have a project for next spring, a movie in Paris. Recently a wife came to me—*The Dreamer*—and in some way I can use now, talking to you, that it came to me because of the dimension of dreaming that morning.

Maclean's: Can you tell me anything about the new film?

Bertolucci: No. Nothing at all. It's a drama. But I feel we should talk about what happened on Sept. 11 as much as we can. One of my obsessions for quite a long time now has been to see cultures in love with each other. When I was shooting *The Sheltering Sky* in the Sahara Desert, we came across a little chapel owned by a French priest at the turn of the century. The door would open on to the sunset over the dunes. The floor of the chapel was sand. And in the corner for the holy water there was sand. It was like Christmas welcoming the sand of Islam into the holy water vase,



He told Brando 'to take off his mask'

and Islam offering its word to Christianity. One of the major problems at the moment is cultural incomprehension. When the Italian prime minister talked about the superiority of Western civilization over Islamic civilization, I thought, how we are, this is a case of great ignorance. The guy doesn't know that the Italian *maffiosità* in the past was reading Arabic, and the Arabs were reading the Bible.

Maclean's: I don't know whether directorships have conferred pleasure and public work as much as they do you here. But the film that was most explicitly about pleasure, *Last Tango in Paris*, caused you the most trouble politically. Bertolucci was convicted of obscenity in an Italian court.

Bertolucci: I don't know if it was really about pleasure. Or maybe yes. You know, there is

a sentence in a Max Ophüls film called *La Pluie*—"Je pleure sans pleurer." Pleasure is not joy. I don't know if *Last Tango* about pleasure. It's about the hell that goes with pleasure maybe.

Maclean's: After making *Last Tango*, Marlon Brando said he felt "trampled and utterly violated." Do you know what he meant?

Bertolucci: I think he was talking about the intensity of our relationship and how much he gave himself to the movie. My challenge at the beginning of the shoot, and I told Marlon, was to take off his mask. I kept repeating, "Marlon, I want you like you were last night when we had dinner and you were saying nonsense, not like I've seen you in all the great movies you have done. I would like you without the actor's persona." Just a few years ago, I had a fantastic meeting with Marlon. We talked and talked all afternoon. We started at 2 o'clock and at seven we were still talking, and the sun went down and we were talking in the dark. I told him it is the end, "Marlon, you must admit that I was able to have you as you are in *Last Tango in Paris* and not the persona we know." He looked at me and he laughed a bit and said, "Do you think that one was me, on the screen?"

Maclean's: In his career doesn't a "before" and "after" just as there is in the history of cinema. There was a time when film seemed more engaged, more important. Do you feel that film has got less, like Brando?

Bertolucci: I think just the opposite. It gets thin. It got less and less rich. In the '60s, when I started to make movies, we all had a passion for something which was the ultimate expression of our century. Cinema was gathering together all other forms of expression—dance, music, architecture, painting, theatre, literature, everything. And we were so conscious of that. Then, cinema changed. Television has become a kind of prosthetic reality. Sometimes this prosthetic reality: Television could be a human instrument, a kind of ultimate university, and in fact it used only as a window of a supermarket, as a place where you promote goods.

The weight and presence of cinema is today has changed. I remember in the '60s, I thought, "I'm really in the film that worthy of Jean-Luc Godard." It was a kind of fundamental cinema. I don't see anybody thinking like that anymore.



World of wonder

A Canadian expert on traditional societies shares his photo album

Wade Davis has spent the past 25 years studying traditional societies around the world. Born in Montreal and raised in Victoria, the ethno-botanist-anthropologist has taken thousands of pictures while researching the Jivaro of the Canadian Arctic, the Kogi of Colombia, the Pemon of Borneo and many other groups. *Light at the Edge of the World: A Journey Through the Remains of Vanishing Cultures* is Davis's first book of photographs. It presents 79 images along with a text by Davis exploring what he calls

the "ethnoscape"—the wondrous variety of human cultures—and contemplating what indigenous people can teach the rest of the world. "Every view of the world that fades away, every culture that disappears, demonstrates a possibility of life and reduces the human experience of adaptive responses to the common problems that confront us all," writes the author-photographer, 48, who is currently exploring co-residence for the National Geographic Society. Now based in Washington (he, his wife and their two children spend sum-

mers in the Sitkine wilderness of British Columbia), Davis continues: "Knowledge is lost, not only of the natural world but of realms of the spirit, insights about the meaning of the cosmos, insights into the very nature of existence."

Photographs reprinted from Light at the Edge of the World: A Journey Through the Remains of Vanishing Cultures by Wade Davis. Published by Douglas & McIntyre. Copyright 2001 Wade Davis. All rights reserved.



Davis has taken thousands of pictures in settings as diverse as Pango Chirico, Guyana, Tibet (above), Angkor Wat, Cambodia (top), and Lancaster Sound at Cape Crozier, Rottin Island, Nunavut (above left)



Indigenous peoples like the Bororo of Colombia (above) and the Ache of Kenya (left) can offer valuable insights into the very nature of existence, Davis writes

Music

The cult of Redbone

A lover of old-time songs is back and kicking

For more than 25 years, Leon Redbone has been successfully reuniting the past with his Twentieth-century tastes and turn-of-the-century dainties. His first two albums, 1975's *On the Trail* and 1977's *Double Time*, were surprise hits. Wearing his trademark fedora and Goatee Mark mustache, he became a fixture on *Sunday Night Live* and *The Tonight Show* with Johnny Carson during the '70s and '80s. His first included Bonnie Raitt, Tom Waits and Bob Dylan,

who once told Redbone that if he ever started his own label, Redbone would be his first signing. Now, Dylan's folk voice influences him again: several songs on his latest album, *Love and Theft*, pay homage to Redbone's vaudeville charms. So why has Redbone virtually disappeared?

The answer lies in Redbone himself. He is intensely private and deeply distrustful of the music business. Little is known about him, apart from the fact that he began his career in Canada before moving to the U.S. in the late 1970s. Canadian acquaintances like musician Colin Linden say they're remained friends because they don't pry. Meanwhile, Redbone limos his appearances to a few select concert halls.

But now, Universal Music is looking to revive the cult of Redbone. Through its jazz imprint, Verve, the label has just released the singer's 11th studio album, *Any Time*, and is releasing five of his earlier recordings. "Leon Redbone is a national treasure," says Verve president Ron Goldstein. "We want more of the world to discover the richness of his timeless music."

On a recent weekend, Redbone quietly slipped into Toronto to visit old friends and groom *Maclean's* a Canadian media interview. Over a leisurely two hours in the lounge of the stately King Edward Hotel, the gravel-voiced musician, ap-

pell whisky and spoke about his love of early 20th-century songs. His music is rooted in the blues and rhythms of composers like Jelly Roll Morton and Hoagy Carmichael. "It was a free spirit on that defied correctness," he says, "and made up for it with enthusiasm, dedication and arduous virtuosity." But now, the industry has little use for inventiveness and musicianship. "Record companies like a regular stream of bagels coming off their assembly lines. There used to be a

few Jewish immigrants making these bagels, but the recipe disappeared. Now bagels are everywhere, and they all taste the same."

Conformity is one of his pet peeves. So, too, are wobbly cabs, which prompted Redbone to invent an item he has now patented, called a "fist-leveling device." "A caffeinated owner challenged me to come up with something," he calls Redbone, who has also become a prolific illustrator and painter. "I'm the unknown Leonardo da Vinci," he jokes. But the conversation becomes tense when it turns to questions about the real man behind the persona. *The Toronto Star* once published an account claiming that Leon Redbone was the pseudonym of a Cypriot who immigrated in Canada in the mid-1960s. "Some people seem to believe that as soon as you perform on stage you lose your rights as a private citizen," he blurts.

"They want to find out who I am, what I am, where I was born, how old I am—all this complete nonsense that belongs in a passport office."

By the time the photographer leaves in for another portrait shot, the nearly 60-year-old musician is practically quivering. "Do you have to get that close?" he asks. For Leon Redbone, the highlight of the music world is an occasional haunt.

Nicholas Jennings



New album, old feisty spirit



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Forgotten stories of the Great War

"Nobody's a little interested in the First World War," Norm Christie asserts. "Either it hits you or it doesn't." The host of the six-hour Coast TV series *For King & Empire* (History Television, Nov. 4 to 8, repeated on Nov. 11) was born when he came upon a little-known war cemetery while travelling in France in 1985. "All Canadian, all guys who had died on Aug. 8, 1918," says the Montreal native, 46. "I wondered who they were, what had happened to them. Since they were Canadian, almost nothing had been written about them." That experience eventually led Christie to a job with the Commission des Archives de la Guerre.

Christie's encyclopedic knowledge encompasses even forgotten war crimes. He knows where the first and last Canadian soldiers died and about the 250 Japanese Canadians who, turned down by British Columbia regiments, went to Alberta to

join up (many died at Vimy Ridge; others were interned in a quarter-century later). He has stories about the 40,000 Americans, including Raymond Chandler and William Faulkner, who made up 10 per cent of Canadian forces. And on the big stuff, the horrific battle that killed 60,000 Canadians (and another 1,500 Newfoundlanders), his series is superb. The footage combines archival film with Christie visiting battlefields that are also cemeteries—the dead were buried where they fell—that shock by their sheer size.

While it's popular to view the First World War as nothing more than organized insanity, Christie's assurance that such a view does not apply to the Canadian Corps, one of the most feared and respected armies on the Western Front. "When I started, I had no idea how good we were, and the more I learned, the prouder I became." *Brian Kishner*

Overnight success

In 1976, rock guitarist Hans Fenger, contemplating his young family, decided to take a job teaching music in elementary schools in Langley, B.C. It was a move that would—eventually—gain him more fame than any band membership. Fenger knew little about teaching music, but "I did know what a good song was." In the school gymnasium, with a borrowed tape recorder, he captured 80 of his nine-to-11-year-old students performing contemporary hits by the likes of David Bowie. Fenger made 300 copies of *The Langley School Music Project* at a local pressing plant and had a friend take snapshots for the album cover. "It was about as homemade a project as you can find," he says. Last year, a copy made its way to New York City DJ Trevor Chazell, the gift of a fan who had found it in a Vancouver thrift shop. It proved such a hit that it and a 1977 follow-up were re-released as a CD, *Reverence and Desire*, to critical raves, including from Bowie, who called it "a piece of art that I couldn't have conceived of, even with half of Columbia's finest expert producers in the world." Fenger, 53, who still teaches music to schoolchildren, says "This is true alternative music in the best sense of the word."



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Back to the future

Charles Dickens did it. So did Fyodor Dostoevsky. During the 19th century, many authors selected their fiction in newspapers, and now the tradition's been re-invented by retired Saskatchewan judge John R. H. Tucker, 66. Almost 40 years ago, Tucker found in 1808 books of letters sent home by Ontario soldiers who had gone west to fight Louis Riel. First found to



Fighting Louis Riel

2264 when, as the colonialist of the rebellion burned, Tucker decided to tell their story himself in a novel.

The only problem was no one wanted to publish *The Legend of Canada Jack*. After he received his eighth rejection in 1950—on the grounds there would be no market—Tucker sent copies to newspapers across the country, offering it for sale cheap. That alone made it welcome at struggling smaller papers. "But it was good enough

I would have paid for it if I had to," recalls Paul Welch, former managing editor of the *Midland, Ont., Free Press*, which began serialization last January. "Local interest was high because a lot of the troops Tucker wrote about were from the Midland Battalion—you'd recognize the names if you picked up the *Midland* phone book today." Since then, *Canada Jack* has been in a dozen papers in four provinces. Naturally, Tucker looks delighted. "I thought it was weird for those 1800s guys, and weird for Canada, that their stories are unknown. Never, never give up—that's what I say!"

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Entertainment Notes

An insect's-eye view

Even though Ian Governor Groszof's award-winning autobiography was later revealed as a work of fiction, Prairies-born Frederick Philip Grove (1879-1948) is still regarded as one of the icons of Canadian literature. Little of that attention, though, falls on his last novel, *Canada Her Ways* (now reprinted by Balck Books). Published a year before Grove's death, and two years after George Orwell's *Animal Farm*, Grove's sole work of science fiction conceals a group of intelligents who make an epic journey from Vancouver to the New York Public Library. In addition to providing a considerable amount of entomological information, Grove's satiric tale of insected explorers lost among strange guests—humans, that is—offers a mordant and often funny portrait of postwar society.



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Allan Fotheringham

Strong in South Bend



When Walter Cronkite went to the Vietnam War to find out for himself what was going on—and came home to report that American generals were lying to the American public about who was winning—President Lyndon Johnson only said to his aide: “If I’ve lost Cronkite, I’ve lost Middle America.” One month later, he announced he would not run for the White House again and fled to his ranch in Texas.

If you want to drive how the United States has survived the shock and horror of world wars—by being the world’s only superpower to its losses, you have to go to Middle America. This would be an unadorned small city called South Bend, Ind., two hours east of Chicago in pleasant, flat farmland.

South Bend is famous—nowhere else but in America—because of a football team. Hence, of its sports-writer Greenleaf Bush famous phrase, “The Four Horsemen of the Apocalypse”—the 1924 backfield of Miller, Crowley, Layden and Stuldringer. Home of Knute Rockne. Home of The Capen. Home of a stadium that is older than Canada—built in 1862. Home of seven Heisman Trophy winners. Notre Dame. The most hallowed name in college football.

That Saturday afternoon—under an autumn sun made so perfectly for a football game it almost makes you weep—is the most storied dual in the nation: Notre Dame vs. University of Southern California. They have been warring for 72 years, the Fighting Irish up 41-26 with five ties. How afraid are Americans to come out of their homes and get back into the swing of things? In Notre Dame Stadium (capacity 80,232) there are 80,795 bodies. For 51 straight years, every game has been a sellout.

How afraid are Americans of getting on airplanes? Those seats of Southern Cal first—one spectator and 25,000—have flown in for the game. The Chicago restaurants are packed, the Chicago hotels have sold out, travelers pleading for rooms. Forget it. The Holiday Inn suits you.

Sport is serious in America—and organized. The National Football League plays its games on Sundays, so as not to interfere with the fall classic known as college football. The colleges play on Saturday, so as not to interfere with the traditional Friday night high-school games. Everyone has a turf

And respects the turf of others. It is the second quarter and Notre Dame is losing 13-3.

Football is serious here. With only 10,000 students, there are 13 assistant coaches on the team. One T-shirt in the stands: “Obama bin Laden! Devil or Alive. Perfectly dead!” The first funeral to be covered by national radio hookup was on April 4, 1968, when Notre Dame head football coach Knute Rockne died. The man sitting beside me on the 50-yard line is from Biggar (the sign outside his town advertising “New Year’s Day, but this is Biggar”), Sask.

Recruiting new football men is serious here. Into this Middle America town have been lured onto the soccer scenes from New Jersey, California, Louisiana, Oklahoma, Virginia and—well for it—Lagos, Nigeria. There are 93 freshmen, sophomores, juniors and seniors who change out of the rented for the lockoff. Of the Fighting Irish, 51 are blacks. Of the 93, perhaps 30 will ever see action on this beautiful afternoon.

Mike Whitworth, a tough and brainy son of tough old CFL veteran Burrey Whitworth, went to Notre Dame on a football scholarship before returning to play for the Argos and get a law degree at Osgoode Hall. He was a candidate to become commissioner of the Canadian Football League while, in its usual stupidity, did not pick him. He went off, thanks to Brian Mulroney, to become Canadian ambassador to Ireland. Notre Dame then made him its athletic director. He is now back in Toronto, doing medicine and arbitration.


He may have had something to do with the fact that Notre Dame is serious about academics, as a world of rented bodies looking to be paid. Every year, the Notre Dame graduation rate among its griffon-assured ranks up there with Duke, Northwestern and Stanford—not exactly football icons.

For hours and hours, under the October sun, the SUVs roll up, the tailgates unrolled in the parking lot, the champagne unopened and the beef tenderloins on the barbecue, the ND alumni remembering old lies and gossip—a remorseless tabloid of comfortable Americans getting over their grief by grasping old traditions. There is serious business inside the stadium. The program warns: “Anyone found with liquor in the stadium will be removed.”

Notre Dame wins 27-16. Middle America is OK.

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